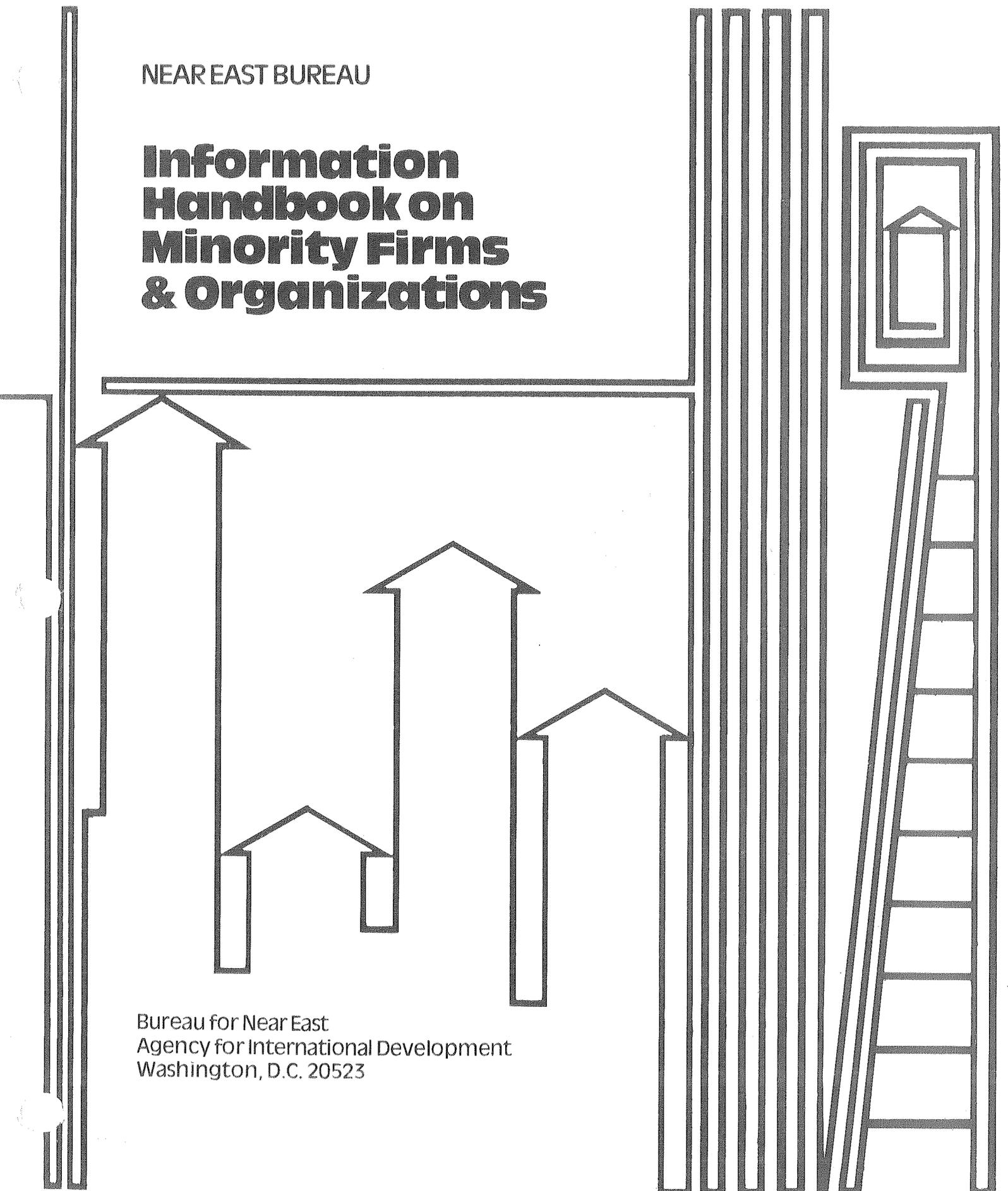


NEAR EAST BUREAU

# Information Handbook on Minority Firms & Organizations

Bureau for Near East  
Agency for International Development  
Washington, D.C. 20523



THIS HANDBOOK CONTAINS INFORMATION

ON

- Minority and Women-Owned Firms, Including Firms Certified Under Section 8(a) of Small Business Act
- Historically Black Colleges and Universities
- Minority Controlled Private Voluntary Agencies

NEAR EAST BUREAU

Agency for International Development

CONTENTS

|   | PAGE  |
|---|-------|
| I. PREFACE . . . . .  | i     |
| II. ACRONYMS . . . . .  | ii    |
| III. INDEX GUIDE  |       |
| A. ALPHABETICAL LISTING AND ADDRESSES OF FIRMS . . . . .  | iii   |
| B. ALPHABETICAL LISTING OF FIRMS BY EXPERTISE . . . . .   | xiii  |
| IV. INFORMATION STATEMENTS FOR:   |       |
| 8(A), MINORITY, AND WOMEN-OWNED FIRMS . . . . .   | 1-108 |
| <br>APPENDIX A: DESCRIPTIONS OF CATEGORIES  |       |
| A. AID CONTRACTING THROUGH THE SMALL BUSINESS ADMINISTRATION 8(A) PROGRAM . . . . .   | A-1   |
| B. HISTORICALLY BLACK COLLEGES AND UNIVERSITIES . . . . .   | A-7   |
| C. PRIVATE AND VOLUNTARY ORGANIZATIONS, MINORITY CONTROLLED . . . . .   | A-8   |
| APPENDIX B: IMPLEMENTATION OF THE GRAY AMENDMENT/EARLY ALERT SYSTEM . . . . .   | B-1   |
| APPENDIX C: INDEFINITE QUANTITY CONTRACTS (IQCS)/PROCEDURES FOR THE ISSUANCE OF WORK ORDERS UNDER IQCS . . . . .                  | C-1   |
| <br><u>LISTING OF CURRENT RESOURCES IS AVAILABLE IN</u><br><u>DIRECTORY OF AID INDEFINITE QUANTITY CONTRACTS</u><br><u>(IQCS)</u> |       |
| APPENDIX D: LISTING OF HBCUS AND MINORITY-CONTROLLED PVOS . . . . .   | D-1   |

## P R E F A C E

This handbook contains condensed corporate statements for 8(a), minority, women-owned, and several (non-minority) small business firms who have called on the NE Bureau, noting areas of expertise, staff, background, experience with AID and other organizations, references, language ability, etc. A listing of Historically Black Colleges and Universities (HBCUs), and minority-controlled Private Voluntary Organizations (PVOs) is also included with a brief introduction to each of these categories.

You will find that this handbook furnishes a central source of information for identifying potential minority contractors.

1. We will be sending you loose leaf sheets as we update the handbook to assure that users have the most current information.

2. We have included a detailed Index Guide to help you. Firms are listed alphabetically by:

- a. expertise within each service sector, and
- b. names and addresses of companies.

This handbook, prepared by the Office of Project Development, Near East Bureau, represents a collective effort with the assistance of the Office of AA/NE/PMC, NE/TECH, and FVA/PVC.

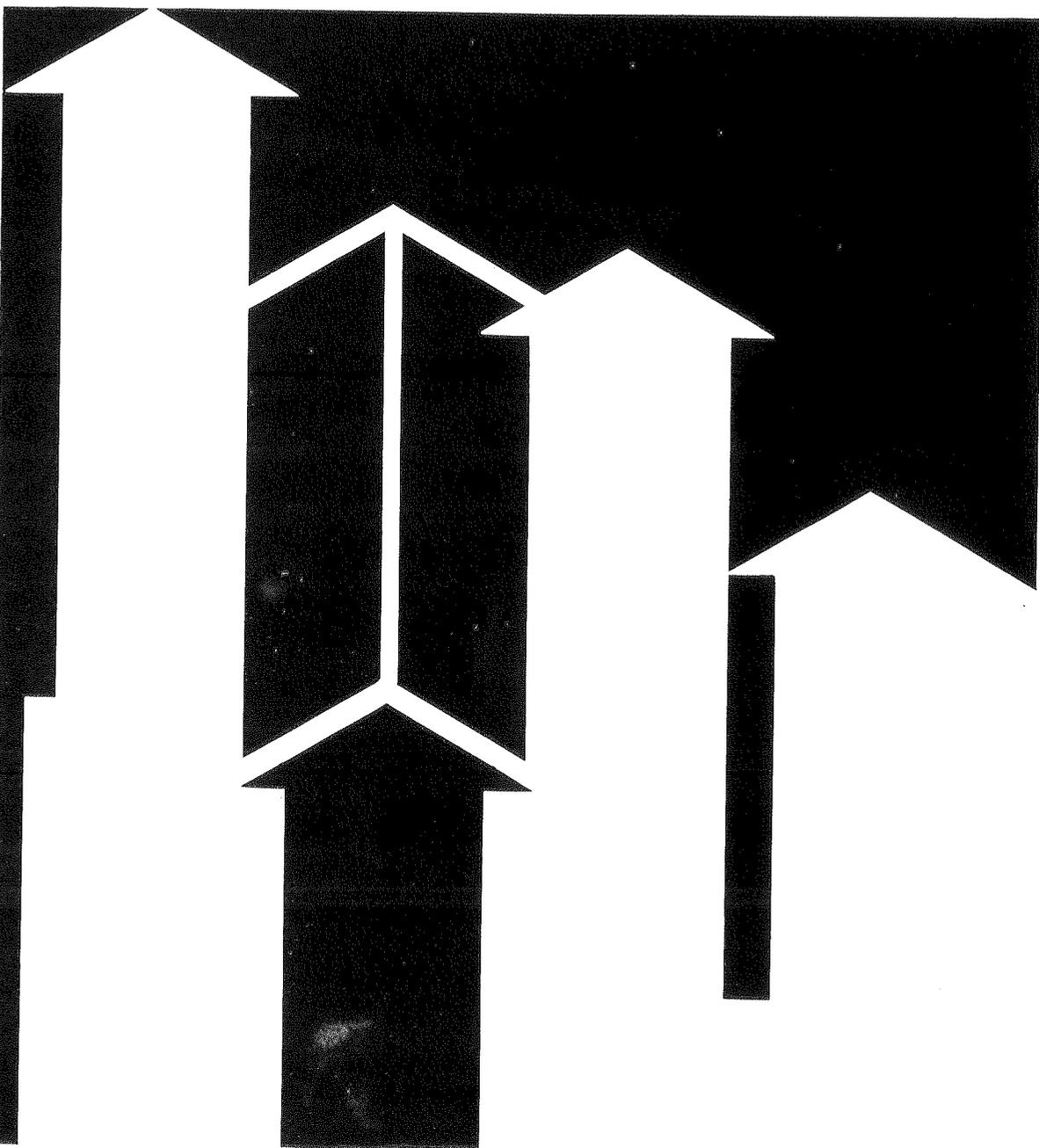
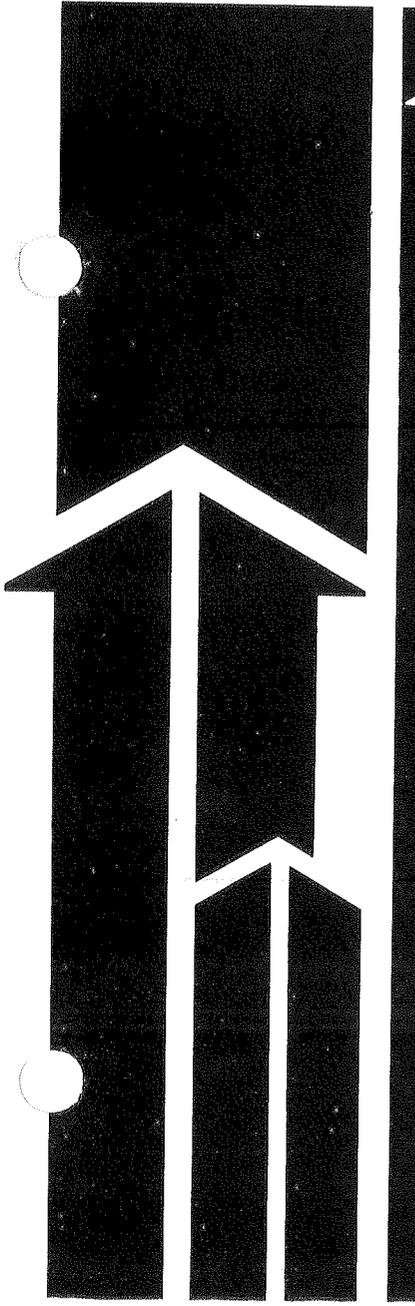
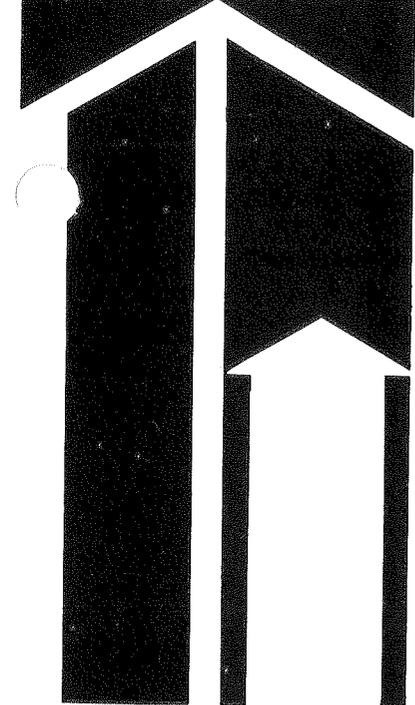
YOU CAN OBTAIN BROCHURES CONTAINING MORE INFORMATION ABOUT THESE FIRMS THROUGH THE APPROPRIATE NE/TECH OR NE/PD PROJECT SUPPORT OFFICER OR DIVISION CHIEF. BROCHURES WILL BE LOCATED IN THE NE/PD/PDS DIVISION, OFFICE OF PROJECT DEVELOPMENT.

  
\_\_\_\_\_  
W. Antoinette Ford  
Assistant Administrator  
Bureau for Near East



II.

# Acronyms



## ACRONYMS

|          |  |
|----------|--|
| AA/NE/PM | Office of the Assistant Administrator for the Near East Bureau - Program Management  |
| AID      | Agency for International Development (Worldwide)                                     |
| AID/W    | Agency for International Development, Washington, D. C.                              |
| CBD      | Commerce Business Daily  |
| EOP      | Office of Equal Opportunity Programs   |
| FFP      | Food for Peace   |
| FPR      | Federal Procurement Regulations  |
| FVA/PVC  | Bureau for Food for Peace and Voluntary Assistance/Private and Voluntary Cooperation |
| HB       | Handbook   |
| HC       | Host Country   |
| IFB      | Invitation for Bid   |
| IQC      | Indefinite Quantity Contract   |
| MB       | Minority Business  |
| MSS      | Management Support Services  |
| NE/PD    | Near East Bureau - Office of Project Development                                     |
| NE/TECH  | Near East Bureau - Office of Technical Support                                       |
| OBR      | Office of Business Relations   |
| OPG      | Operational Program Grant  |
| PC       | Peace Corps  |
| PIO/T    | Project Implementation Order/Technical Services                                      |
| PPC      | Bureau for Program and Policy Coordination   |
| PVOs     | Private Voluntary Organizations  |
| RFP      | Request for Proposal   |

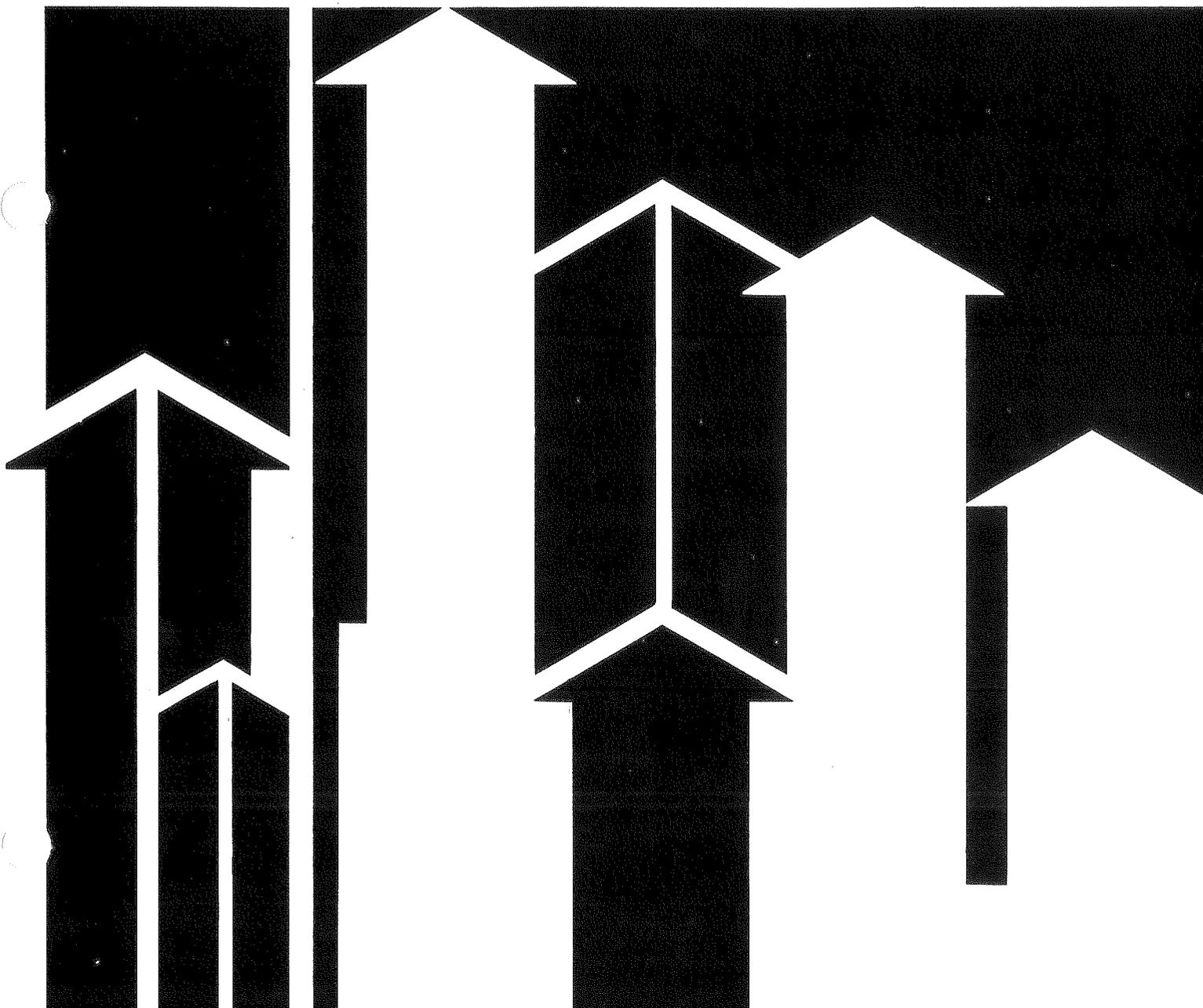
SBA Small Business Administration

SER/COM Bureau for Program and Management Services, Office of  
Contract Management, AID/W

TR Temporary Regulation

WID Office of Women in Development

## Index Guide

- **Alphabetical Listing and Addresses of Firms**
  - **Alphabetical Listing of Firms by Expertise**
- 

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|   |    |
|---|----|
| ACTION PROGRAMS INTERNATIONAL<br>606 Wilshire Boulevard, Suite 516<br>Santa Monica, CA 90401. . . . .     | 1  |
| ACTION RESEARCH INTERNATIONAL<br>468 Funston Avenue<br>San Francisco, CA 94118 . . . . .                  | 2  |
| ANALYSIS GROUP, INC.<br>400 15th Street, S. E.<br>Washington, D. C. 20003. . . . .                        | 3  |
| APPLIED SYSTEMS INSTITUTE, INC.<br>1910 K Street, N.W., Suite 600<br>Washington, D. C. 20006 . . . . .    | 4  |
| ASSOCIATES IN RURAL DEVELOPMENT<br>P. O. Box 1397<br>362 Main Street<br>Burlington, VT 05401 . . . . .    | 5  |
| AURORA ASSOCIATES, INC.<br>1140 Connecticut Avenue, NW<br>Suite 1200<br>Washington, D. C. 20036 . . . . . | 7  |
| AUTOMATED DATATRON, INC.<br>4318 Gallatin Street<br>Hyattsville, MD 20781 . . . . .                       | 8  |
| AUTOMATED SCIENCES GROUP, INC.<br>700 Roeder Road<br>Silver Spring, MD 20910. . . . .                     | 9  |
| BIRCH AND DAVIS ASSOCIATES, INC.<br>8905 Fairview Road, Suite 300<br>Silver Spring, MD 20910. . . . .     | 10 |
| BRYANT AND BRYANT<br>4301 Connecticut Avenue, N.W.<br>Washington, D. C. 20008 . . . . .                   | 11 |
| LEROY CALLENDER/P.C., CONSULTING ENGRS.<br>401 E. 37th Street<br>New York, NY 10016. . . . .              | 12 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|   |     |
|---|-----|
| R. W. CAMACHO ASSOCIATES, INC.<br>6420 Bradley Boulevard<br>Bethesda, MD 20817. . . . .                         | .13 |
| CAPITAL SYSTEMS, INC.<br>1235 Jefferson Davis Hwy., #1406.<br>Arlington, VA 22202                               | .14 |
| CHESS AND ASSOCIATES, INC.<br>2759 Steeplechase Lane<br>Diamond Bar, CA 91765 . . . . .                         | .15 |
| CHI ASSOCIATES, INC.<br>2045 North 15th Street<br>Arlington, VA 22201 . . . . .                                 | .16 |
| COMPREHENSIVE MARKETING SYSTEMS, INC.<br>777 14th Street, Suite 800, N.W.<br>Washington, D. C. 20005. . . . .   | .17 |
| COOPER CONSULTANTS, INC.<br>11675 S.W. 66th Avenue<br>Portland, OR 97223. . . . .                               | .18 |
| CREATIVE ASSOCIATES, INC.<br>3201 New Mexico Avenue, N.W., #270<br>Washington, D. C. 20016 . . . . .            | .19 |
| JOSEPH A. DAVIS CONSULTANT, INC.<br>104 East 40th Street, Suite 203<br>New York, NY 10016. . . . .              | .20 |
| DECISION INFORMATION SYSTEMS CORPORATION<br>1425 K Street, N.W., Suite 1000<br>Washington, D.C. 20005 . . . . . | .21 |
| DEVELOPMENT ASSISTANCE CORP.<br>1415 11th Street, N.W.<br>Washington, D. C. 20001. . . . .                      | .22 |
| DEVELOPMENT ASSOCIATES, INC.<br>2924 Columbia Pike<br>Arlington, VA 22204 . . . . .                             | .23 |
| DEVELOPMENT PLANNING AND RESEARCH<br>ASSOCIATES, INC.<br>P. O. Box 727<br>Manhattan, KS 66502. . . . .          | .25 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|   |     |
|---|-----|
| DEVELOPMENT SCIENCES, INC.<br>39 Pleasant Street<br>P. O. Box 444<br>Sagamore, MA 02561 . . . . .                                 | .27 |
| DEVRES, INC.<br>2426 Ontario Road, N.W.<br>Washington, D.C. 20009 . . . . .   | .28 |
| DIMPEX ASSOCIATES, INC.<br>1625 K Street, N.W.<br>Washington, D.C. 20006 . . . . .  | .30 |
| DODSON-LINDBLOM ASSOCIATES, INC.<br>5 East Long Street<br>Columbus, OH 43215. . . . .   | .31 |
| DOW ASSOCIATES, INC.<br>1451 Pennsylvania Avenue, S.E.<br>Washington, D. C. 20003 . . . . .                                       | .32 |
| ENERGY & ENVIRONMENTAL ENGR. INC.<br>1B Monsignor O'Brien Highway<br>P. O. Box 215<br>E. Cambridge, MA 02141 . . . . .            | .33 |
| ENGINEERING & ECONOMICS RESEARCH, INC.<br>1951 Kidwell Drive<br>Vienna, VA 22180. . . . .   | .35 |
| EVALUATION TECHNOLOGIES, INC.<br>2020 N. 14th Street, 6th Floor<br>Arlington, VA 22201 . . . . .                                  | .36 |
| EXECUTIVE RESOURCE ASSOCIATES, INC<br>1745 Jefferson Davis Highway, Suite 612<br>Crystal Square 4<br>Arlington, VA 22202. . . . . | .37 |
| RALPH M. FIELD ASSOCIATES, INC.<br>68 Church Lane<br>Westport, CT 06880 . . . . .   | .38 |
| JOHN E. FOSTER & ASSOCIATES, INC.<br>1134 Corrugated Way<br>Columbus, OH 43201. . . . .   | .39 |
| GARDNER & HOLMAN CONSULTING PLANNERS<br>4218 McClung Drive<br>Los Angeles, CA 90008 . . . . .                                     | .40 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|   |     |
|---|-----|
| GLOBETROTTERS ENGINEERING CORP.<br>300 S. Wacker Drive, Suite 580<br>Chicago, IL 60606 . . . . .                    | .41 |
| DEL GREEN ASSOCIATES<br>1155C Chess Technology Division<br>Foster City, CA 94404 . . . . .                          | .42 |
| INFORMATION SYSTEMS & NETWORKS CORPORATION<br>5454 Wisconsin Avenue, Suite 1450<br>Chevy Chase, MD 20815 . . . . .  | .43 |
| INTERAMERICA RESEARCH ASSOC., INC.<br>1555 Wilson Boulevard, #600<br>Rosslyn, VA 22209 . . . . .                    | .44 |
| INTL. RESOURCES CONSULTANTS, INC.<br>1025 15th Street, N.W. 5th Floor<br>Washington, D. C. 20005 . . . . .          | .46 |
| INTL. SCIENCE & TECHNOLOGY INST. INC.<br>2033 M Street, N.W., Suite 300<br>Washington, D. C. 20036 . . . . .        | .47 |
| JEFFALYN JOHNSON & ASSOC., INC.<br>One Skyline Place, #907<br>5205 Leesburg Pike<br>Falls Church, VA 22041. . . . . | .49 |
| LAWRENCE JOHNSON & ASSOCIATES, INC.<br>4545 42nd Street, N.W., Suite 103<br>Washington, D.C. 20016 . . . . .        | .51 |
| JORDAN ASSOCIATES, INC.<br>111 New Montgomery Street<br>San Francisco, CA 94105. . . . .                            | .52 |
| JUAREZ AND ASSOCIATES, INC.<br>12139 National Boulevard<br>Los Angeles, CA 90064 . . . . .                          | .53 |
| KENDRICK & COMPANY<br>800 18th Street, N.W., #500<br>Washington, D. C. 20006. . . . .                               | .55 |
| KOBA ASSOCIATES, INC.<br>2000 Florida Avenue, N.W.<br>Washington, D.C. 20009. . . . .                               | .56 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

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| LABAT-ANDERSON, INC.<br>1111 19th Street N., Suite 600<br>Arlington, VA 22209. . . . .                   | .58 |
| LEE & BATHEJA, INC.<br>6901 Dodge, Suite 209<br>Omaha, NE 68132. . . . .                                 | .59 |
| ROY LITTLEJOHN ASSOCIATES, INC.<br>1015 Fourteenth Street, N.W.<br>Washington, D. C. 20005 . . . . .     | .60 |
| MESA CORPORATION<br>139 East South Temple, Suite 2003<br>Salt Lake City, UT. . . . .                     | .62 |
| METAMETRICS, INC.<br>1534 U Street, N.W.<br>Washington, D. C. 20009. . . . .                             | .63 |
| MIRANDA ASSOCIATES, INC.<br>401 M Street, S.W.<br>Washington, D. C. 20024. . . . .                       | .65 |
| A. L. NELLUM AND ASSOCIATES, INC.<br>1900 L Street, N.W., Suite 405<br>Washington, D. C. 20036 . . . . . | .66 |
| NERO AND ASSOCIATES, INC.<br>520 S.W. Sixth Avenue, Suite 1120<br>Portland, OR 97204. . . . .            | .68 |
| OMEGA GROUP, INC., THE<br>555 41st Street, N.W.<br>Washington, D.C. 20001 . . . . .                      | .69 |
| ONE AMERICA, INC.<br>1523 L Street, N.W., Suite 700<br>Washington, D. C. 20005. . . . .                  | .70 |
| PARAMETRIC-DALTON GROUP<br>399 Market Street<br>Philadelphia, PA 19106. . . . .                          | .72 |
| PLANNING & HUMAN SYSTEMS, INC.<br>3201 New Mexico Avenue, N.W. #200<br>Washington, D. C. 20016. . . . .  | .73 |
| POLYTECH INTERNATIONAL, INC.<br>1744 Payne Avenue<br>Cleveland, OH 44114 . . . . .                       | .75 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|   |     |
|---|-----|
| POWER SYSTEMS, INTERNATIONAL<br>P. O. Box 220<br>Davis, CA 95616 . . . . .                                  | .76 |
| PRAGMA CORPORATION, THE<br>815 W. Broad Street<br>Falls Church, VA 22046. . . . .                           | .77 |
| RONCO CONSULTING CORPORATION<br>1629 K Street, N.W.<br>Washington, D. C. 20006. . . . .                     | .78 |
| RUHL INFORMATION MANAGEMENT, INC.<br>905 Enderby Drive<br>Alexandria, VA 22302 . . . . .                    | .80 |
| SHELADIA ASSOCIATES, INC.<br>5711 Sarvis Avenue<br>Riverdale, MD 20840 . . . . .                            | .81 |
| SIGMA ONE CORPORATION<br>P. O. Box 12425<br>1101 Oberlin Road<br>Raleigh, NC 27605. . . . .                 | .83 |
| SOCIAL CONSULTANTS INTERNATIONAL<br>1512 Forsta Court<br>Reston, VA 22090 . . . . .                         | .84 |
| SRA TECHNOLOGIES, INC.<br>901 South Highland Street<br>Arlington, VA 22204 . . . . .                        | .85 |
| SYNERGIC RESOURCES CORPORATION<br>555 City Line Avenue, Suite 1050<br>Bala Cynwyd, PA 19004. . . . .        | .86 |
| SYNTERRA LTD.<br>628 West Rittenhouse<br>Philadelphia, PA 19144. . . . .                                    | .87 |
| TAURUS ASSOCIATES, INC.<br>917 6th Street, S. W.<br>Washington, D.C. 20024. . . . .                         | .88 |
| TECHNOLOGY AND MANAGEMENT SYSTEMS, INC.<br>279 Cambridge Street, Suite 102<br>Burlington, MA 01803. . . . . | .89 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

PAGE NO.

|  |     |
|--|-----|
| TIPCO, INC.<br>1015 14th Street, #300, NW<br>Washington, D. C. 20005 . . . . .                       | .90 |
| TRANS SYSTEMS CORPORATION<br>160 Maple Avenue, East<br>Vienna, VA 22180. . . . .                     | .91 |
| TRITON CORPORATION<br>1255 23rd Street, N.W.<br>Washington, D. C. 20037 . . . . .                    | .92 |
| UNIFIED INDUSTRIES INC.<br>6551 Loisdale Court, Suite 400<br>Springfield, VA 22150. . . . .          | .94 |
| GRACE V. VAUGHN & ASSOCIATES, INC.<br>5510 Columbia Pike, Suite 306<br>Arlington, VA 22204 . . . . . | .95 |
| VIKING ENERGY CORPORATION<br>121 N. Highland Avenue<br>Pittsburgh, PA 15206. . . . .                 | .96 |
| W.A.L., INC.<br>7005 Mill Road<br>Brecksville, OH 44141. . . . .                                     | .97 |
| LEE WAN AND ASSOCIATES, INC.<br>4321 Memorial Drive, Suite P<br>Decatur, GA 30032 . . . . .          | 98  |
| WATSON, RICE & COMPANY<br>1110 Vermont Avenue, N.W., #1170<br>Washington, D. C. 20005 . . . . .      | .99 |
| WILSON-HILL ASSOCIATES, INC.<br>1025 Vermont Avenue, N.W., #900<br>Washington, D. C. 20005 . . . . . | 100 |
| SANDRA WISHNER AND ASSOCIATES, INC.<br>1103 Dryden Street<br>Silver Spring, MD 20901 . . . . .       | 102 |
| WRITING CONSULTANTS, THE<br>1302 18th Street, N.W., Suite 302<br>Washington, D.C. 20036 . . . . .    | 104 |
| WU PI', INC.<br>10 Banks Street<br>Cambridge, MA 02138. . . . .                                      | 105 |

ALPHABETICAL LISTING OF  
8(A), MINORITY, AND WOMEN-OWNED FIRMS

SUPPLEMENTAL SHEETS

PAGE NO.

|  |     |
|--|-----|
| J. P. ASSOCIATES<br>700 N. Fairfax Street<br>Suite 610<br>Alexandria, VA 22314 . . . . .                                 | 107 |
| TECHNOLOGY APPLICATIONS, INC.,<br>3 Skyline Place<br>5201 Leesburg Pike<br>Suite 800<br>Falls Church, VA 22041 . . . . . | 108 |
| DAC INTERNATIONAL, INC.<br>1400 Eye Street, N.W., Suite 710<br>Washington, D. C. 20005 . . . . .                         | 109 |

## ALPHABETICAL SECTOR

### ACCOUNTING

BIRCH & DAVIS ASSOCIATES, INC.  
OMEGA GROUP, INC. THE  
ONE AMERICA, INC.  
PARAMETRIC/DALTON GROUP  
TRITON CORPORATION  
WATSON, RICE & COMPANY

### AGRICULTURE

AFRICARE (PVO)  
ACTION RESEARCH INTERNATIONAL  
ASSOCIATES IN RURAL DEVELOPMENT  
AURORA ASSOCIATES, INC.  
DEVELOPMENT ASSISTANCE CORP.  
DEVELOPMENT PLANNING AND RESEARCH  
DEVELOPMENT SCIENCES, INC.  
DIMPEX ASSOCIATES, INC.  
DODSON-LINDBLOM ASSOCIATES, INC.  
INTER-AMERICA DEVELOPMENT INSTITUTE (PVO)  
INTL. RESOURCES CONSULTANTS, INC.  
KENDRICK & COMPANY  
LABAT-ANDERSON, INC.  
A. L. NELLUM AND ASSOCIATES, INC.  
OPPORTUNITIES INDUSTRIALIZATION CENTERS, INTL. (PVO)  
PRAGMA CORPORATION, THE  
RUHL INFORMATION MANAGEMENT, INC.  
SHELADIA ASSOCIATES, INC.  
SIGMA ONE CORPORATION  
SOCIAL CONSULTANTS INTERNATIONAL  
TIPCO, INC.  
VIKING ENERGY CORPORATION

### ARCHITECTURAL AND ENGINEERING

BRYANT AND BRYANT  
LEROY CALLENDER/P.C., CONSULTING ENGRS.  
CHI ASSOCIATES, INC.  
COOPER CONSULTANTS, INC.  
DEVELOPMENT SCIENCES, INC.  
DODSON-LINDBLOM ASSOCIATES, INC.  
ENERGY & ENVIRONMENTAL ENGR. INC.  
JOHN E. FOSTER & ASSOCIATES, INC.  
GLOBETROTTERS ENGINEERING CORP.  
JORDAN ASSOCIATES, INC.  
LEE & BATHEJA, INC.  
LEE WAN AND ASSOCIATES, INC.  
MESA CORPORATION  
METAMETRICS, INC.  
POLYTECH INTERNATIONAL, INC.

## ALPHABETICAL SECTOR

### ARCHITECTURAL AND ENGINEERING

SHELADIA ASSOCIATES, INC.  
TRANS SYSTEMS CORPORATION  
UNIFIED INDUSTRIES INC.  
W.A.L., INC.

### DATA PROCESSING

APPLIED SYSTEMS INSTITUTE, INC.  
AUTOMATED DATATRON, INC.  
CAPITAL SYSTEMS, INC.  
CHI ASSOCIATES, INC.  
DEVELOPMENT PLANNING AND RESEARCH  
ENGINEERING & ECONOMICS RESEARCH, INC.  
EVALUATION TECHNOLOGIES, INC.  
DECISION INFORMATION SYSTEMS CORPORATION  
DEL GREEN ASSOCIATES, INC.  
WILSON HILL ASSOCIATES  
INFORMATION SYSTEMS & NETWORK CORPORATION  
INTER-AMERICA RESEARCH ASSOCIATES, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
LABAT-ANDERSON, INC.  
ROY LITTLEJOHN ASSOCIATES, INC.  
METAMETRICS, INC.  
OMEGA GROUP, THE  
ONE AMERICA, INC.  
SRA TECHNOLOGIES, INC.  
TIPCO, INC.  
TRANS SYSTEMS CORPORATION  
TRITON CORPORATION

### DEVELOPMENT AND ADMINISTRATION

MIRANDA ASSOCIATES, INC.  
SOCIAL CONSULTANTS INTERNATIONAL  
BOOKER T. WASHINGTON FOUNDATION (PVO)  
WU PI', INC.

### EDUCATION AND TRAINING

ACTION PROGRAM INTERNATIONAL  
ACTION RESEARCH INTERNATIONAL  
AFRICAN-AMERICAN INSTITUTE (PVO)  
AFRICARE (PVO)  
AMERICAN MIZRACHI WOMEN (PVO)  
AURORA ASSOCIATES, INC.  
R. W. CAMACHO ASSOCIATES, INC.  
CHESS AND ASSOCIATES, INC.  
DAC INTERNATIONAL, INC.

ALPHABETICAL SECTOR

EDUCATION AND TRAINING

CREATIVE ASSOCIATES, INC.  
JOSEPH A. DAVIS CONSULTANT, INC.  
DEVELOPMENT ASSOCIATES, INC.  
DEVRES  
DIMPEX ASSOCIATES, INC.  
DODSON-LINDBLOM ASSOCIATES, INC.  
EL CONGRESO NACIONAL DE ASUNTOS COLEGIALES (PVO)  
ENGINEERING & ECONOMICS RESEARCH, INC.  
VICTORIA AND ALBERT GILDRED FOUNDATION FOR LATIN AMERICAN HEALTH AND  
EDUCATION (PVO)  
GIRL SCOUTS OF THE UNITED STATES OF AMERICA (PVO)  
DECISION INFORMATION SYSTEMS CORPORATION  
HADASSAH (PVO)  
INFORMATION SYSTEMS AND NETWORK CORPORATION  
INTER-AMERICA RESEARCH ASSOCIATES, INC. (PVO)  
INTL. RESOURCES CONSULTANTS, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
JEFFALYN JOHNSON & ASSOC., INC.  
JOBS FOR PROGRESS (PVO)  
JUAREZ AND ASSOCIATES, INC.  
KENDRICK & COMPANY  
KOBAS ASSOCIATES, INC.  
LABAT-ANDERSON, INC.  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
ROY LITTLEJOHN ASSOCIATES, INC.  
MESA CORPORATION  
METAMETRICS, INC.  
MIRANDA ASSOCIATES, INC.  
NATIONAL COUNCIL OF NEGRO WOMEN (PVO)  
ONE AMERICA, INC.  
OPPORTUNITIES INDUSTRIALIZATION CENTERS (PVO)  
OVERSEAS EDUCATION FUND (PVO)  
PIONEER WOMEN (PVO)  
THE TRUSTEES OF THE PHELPS-STOKES FUND (PVO)  
THE PRAGMA CORPORATION  
PSI  
RUHL INFORMATION MANAGEMENT, INC.  
SOCIAL CONSULTANTS INTERNATIONAL  
TRITON CORPORATION  
UNIFIED INDUSTRIES INC.  
GRACE V. VAUGHN & ASSOCIATES, INC.  
SANDRA WISNER AND ASSOCIATES, INC.  
WU PI', INC.  
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF THE U.S.A (PVO)

## ALPHABETICAL SECTOR

### ENERGY

ASSOCIATES IN RURAL DEVELOPMENT  
AURORA ASSOCIATES, INC.  
CHI ASSOCIATES, INC.  
DEVELOPMENT PLANNING AND RESEARCH  
DEVELOPMENT SCIENCES, INC.  
ENERGY & ENVIRONMENTAL ENGR. INC.  
ENGINEERING & ECONOMICS RESEARCH, INC.  
JOHN E. FOSTER & ASSOCIATES, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
ROY LITTLEJOHN ASSOCIATES, INC.  
METAMETRICS, INC.  
NERO AND ASSOCIATES, INC.  
ONE AMERICA, INC.  
PSI  
RUHL INFORMATION MANAGEMENT, INC.  
SHELADIA ASSOCIATES, INC.  
SIGMA ONE CORPORATION  
SRA TECHNOLOGIES, INC.  
SYNERGIC RESOURCES CORPORATION  
TECHNOLOGY AND MANAGEMENT SYSTEMS, INC.  
UNIFIED INDUSTRIES INC.  
VIKING ENERGY CORPORATION

### ENVIRONMENTAL PROTECTION AND NATURAL RESOURCES

ASSOCIATES IN RURAL DEVELOPMENT  
BRYANT AND BRYANT  
JOSEPH A. DAVIS CONSULTANT, INC.  
DEVELOPMENT PLANNING AND RESEARCH  
DEVRES  
DODSON-LINDBLOM ASSOCIATES, INC.  
DOW ASSOCIATES, INC.  
ENERGY & ENVIRONMENTAL ENGR. INC.  
RALPH M. FIELD ASSOCIATES, INC.  
GARDNER & HOLMAN CONSULTING PLANNERS  
GLOBETROTTERS ENGINEERING CORP.  
DEL GREEN ASSOCIATES, INC.  
JORDAN ASSOCIATES, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
LABAT-ANDERSON, INC.  
MESA CORPORATION  
METAMETRICS, INC.  
NERO AND ASSOCIATES, INC.  
RONCO CONSULTING CORPORATION  
RUHL INFORMATION MANAGEMENT, INC.  
SHELADIA ASSOCIATES, INC.  
VIKING ENERGY CORPORATION

ALPHABETICAL SECTOR

HEALTH AND NUTRITION

ACTION RESEARCH INTERNATIONAL  
AFRICARE  
R. W. CAMACHO ASSOCIATES, INC.  
CARIBBEAN COUNCIL (PVO)  
CREATIVE ASSOCIATES, INC.  
DEVELOPMENT ASSISTANCE CORP.  
DEVELOPMENT PLANNING AND RESEARCH  
DEVRES  
DIMPEX ASSOCIATES, INC.  
DODSON-LINDBLOM ASSOCIATES, INC.  
ENGINEERING & ECONOMICS RESEARCH, INC.  
VICTORIA AND ALBERT GILDRED FOUNDATION FOR LATIN AMERICAN HEALTH  
AND EDUCATION (PVO)  
HADASSAH (PVO)  
INTER-AMERICA RESEARCH ASSOCIATES, INC. (PVO)  
INTL. RESOURCES CONSULTANTS, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
KENDRICK & COMPANY  
KOBAS ASSOCIATES, INC.  
LA LECHE LEAGUE INTERNATIONAL (PVO)  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
ROY LITTLEJOHN ASSOCIATES, INC.  
MESA CORPORATION  
PLANNED PARENTHOOD FEDERATION OF AMERICA (PVO)  
PLANNED PARENTHOOD OF NEW YORK CITY (PVO)  
THE PRAGMA CORPORATION  
RUHL INFORMATION MANAGEMENT, INC.  
SHELADIA ASSOCIATES  
YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF THE U.S.A (PVO)

LIBRARY AND INFORMATION

ENGINEERING & ECONOMICS RESEARCH, INC.  
EVALUATION TECHNOLOGIES, INC.  
LABAT-ANDERSON, INC.  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
RUHL INFORMATION MANAGEMENT, INC.

MANAGEMENT CONSULTANTS

ACTION PROGRAM INTERNATIONAL  
APPLIED SYSTEMS INSTITUTE, INC.  
R. W. CAMACHO ASSOCIATES, INC.  
CENTER FOR DEVELOPMENT AND POPULATION ACTIVITIES (PVO)  
CHESS AND ASSOCIATES, INC.

ALPHABETICAL SECTOR

MANAGEMENT CONSULTANTS

CREATIVE ASSOCIATES, INC.  
DEVELOPMENT ASSOCIATES, INC.  
DEVELOPMENT PLANNING AND RESEARCH  
ENGINEERING & ECONOMICS RESEARCH, INC.  
DECISION INFORMATION SYSTEMS CORPORATION  
DEL GREEN ASSOCIATES  
INTERAMERICA RESEARCH ASSOC., INC.  
INTL. RESOURCES CONSULTANTS, INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
JEFFALYN JOHNSON & ASSOC., INC.  
JUAREZ AND ASSOCIATES, INC.  
KOBAS ASSOCIATES, INC.  
MESA CORPORATION  
MIRANDA ASSOCIATES, INC.  
NERO AND ASSOCIATES, INC.  
THE OMEGA GROUP, INC.  
ONE AMERICA, INC.  
PARAMETRIC/DALTON GROUP  
SRA TECHNOLOGIES, INC.  
TAURUS ASSOCIATES, INC.  
GRACE V. VAUGHN & ASSOCIATES, INC.  
SANDRA WISHNER AND ASSOCIATES, INC.

PROJECT DEVELOPMENT

LEROY CALLENDER/P.C., CONSULTING ENGRS.  
CARIBBEAN COUNCIL (PVO)  
DEVELOPMENT ASSISTANCE CORP.  
DEVRES  
DODSON-LINDBLOM ASSOCIATES, INC.  
DECISION INFORMATION SYSTEMS CORPORATION  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
JEFFALYN JOHNSON & ASSOC., INC.  
LABAT-ANDERSON, INC.  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
NATIONAL COUNCIL OF LA RAZA (PVO)  
A. L. NELLUM AND ASSOCIATES, INC.  
THE OMEGA GROUP, INC.  
RONCO CONSULTING CORPORATION  
SHELADIA ASSOCIATES, INC.  
SOCIAL CONSULTANTS INTERNATIONAL  
TAURUS ASSOCIATES, INC.  
TIPCO, INC.  
GRACE V. VAUGHN & ASSOCIATES, INC.

ALPHABETICAL SECTOR

RESEARCH AND EVALUATION

ACTION PROGRAM INTERNATIONAL  
ACTION RESEARCH INTERNATIONAL  
R. W. CAMACHO ASSOCIATES, INC.  
CENTER FOR DEVELOPMENT AND POPULATION ACTIVITIES (PVO)  
CHESS AND ASSOCIATES, INC.  
COMPREHENSIVE MARKETING SYSTEMS, INC.  
CREATIVE ASSOCIATES, INC.  
JOSEPH A. DAVIS CONSULTANT, INC.  
DEVELOPMENT ASSISTANCE CORP.  
DEVELOPMENT ASSOCIATES, INC.  
DEVELOPMENT SCIENCES, INC.  
DEVRES  
DIMPEX ASSOCIATES, INC.  
THE EAST LOS ANGELES COMMUNITY UNION (PVO)  
EVALUATION TECHNOLOGIES, INC.  
INTERAMERICA RESEARCH ASSOC., INC.  
INTL. SCIENCE & TECHNOLOGY INST., INC.  
JEFFALYN JOHNSON & ASSOC., INC.  
JUAREZ AND ASSOCIATES, INC.  
KOPA ASSOCIATES, INC.  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
ROY LITTLEJOHN ASSOCIATES, INC.  
METAMETRICS, INC.  
NERO AND ASSOCIATES, INC.  
THE OMEGA GROUP, INC.  
ONE AMERICA, INC.  
RONCO CONSULTING CORPORATION  
SHELADIA ASSOCIATES, INC.  
SOCIAL CONSULTANTS INTERNATIONAL  
TRANS SYSTEMS CORPORATION  
TRITON CORPORATION  
SANDRA WISHNER AND ASSOCIATES, INC.  
WU PI', INC.

RURAL DEVELOPMENT

ASSOCIATES IN RURAL DEVELOPMENT  
DEVELOPMENT ASSISTANCE CORP.  
DEVELOPMENT ASSOCIATES, INC.  
DIMPEX ASSOCIATES, INC.  
INTL. RESOURCES CONSULTANTS, INC.  
THE PRAGMA CORPORATION  
RONCO CONSULTING CORPORATION  
SHELADIA ASSOCIATES, INC.  
SOCIAL CONSULTANTS INTERNATIONAL  
WU PI', INC.

ALPHABETICAL SECTOR

TRANSPORTATION

APPLIED SYSTEMS INSTITUTE, INC.  
BRYANT AND BRYANT  
LEROY CALLENDER/P.C., CONSULTING ENGRS.  
ENERGY & ENVIRONMENTAL ENGR. INC.  
JOHN E. FOSTER & ASSOCIATES, INC.  
GARDNER & HOLMAN CONSULTING PLANNERS  
GLOBETROTTERS ENGINEERING CORP.  
JORDAN ASSOCIATES, INC.  
KENDRICK & COMPANY  
LAWRENCE JOHNSON & ASSOCIATES, INC.  
NERO AND ASSOCIATES, INC.  
THE OMEGA GROUP, INC.  
SIGMA ONE CORPORATION  
UNIFIED INDUSTRIES INC.  
WILSON HILL ASSOCIATES

WATER RESOURCES

AFRICARE  
DEVELOPMENT PLANNING AND RESEARCH  
DODSON-LINDBLOM ASSOCIATES, INC.  
ENGINEERING & ECONOMICS RESEARCH, INC.  
JOHN E. FOSTER & ASSOCIATES, INC.  
GLOBETROTTERS ENGINEERING CORP.  
LABAT-ANDERSON, INC.  
METAMETRICS, INC.  
PSI  
SHELADIA ASSOCIATES, INC.  
SIGMA ONE CORPORATION  
TIPCO, INC.  
LEE WAN & ASSOCIATES, INC.

URBAN PLANNING

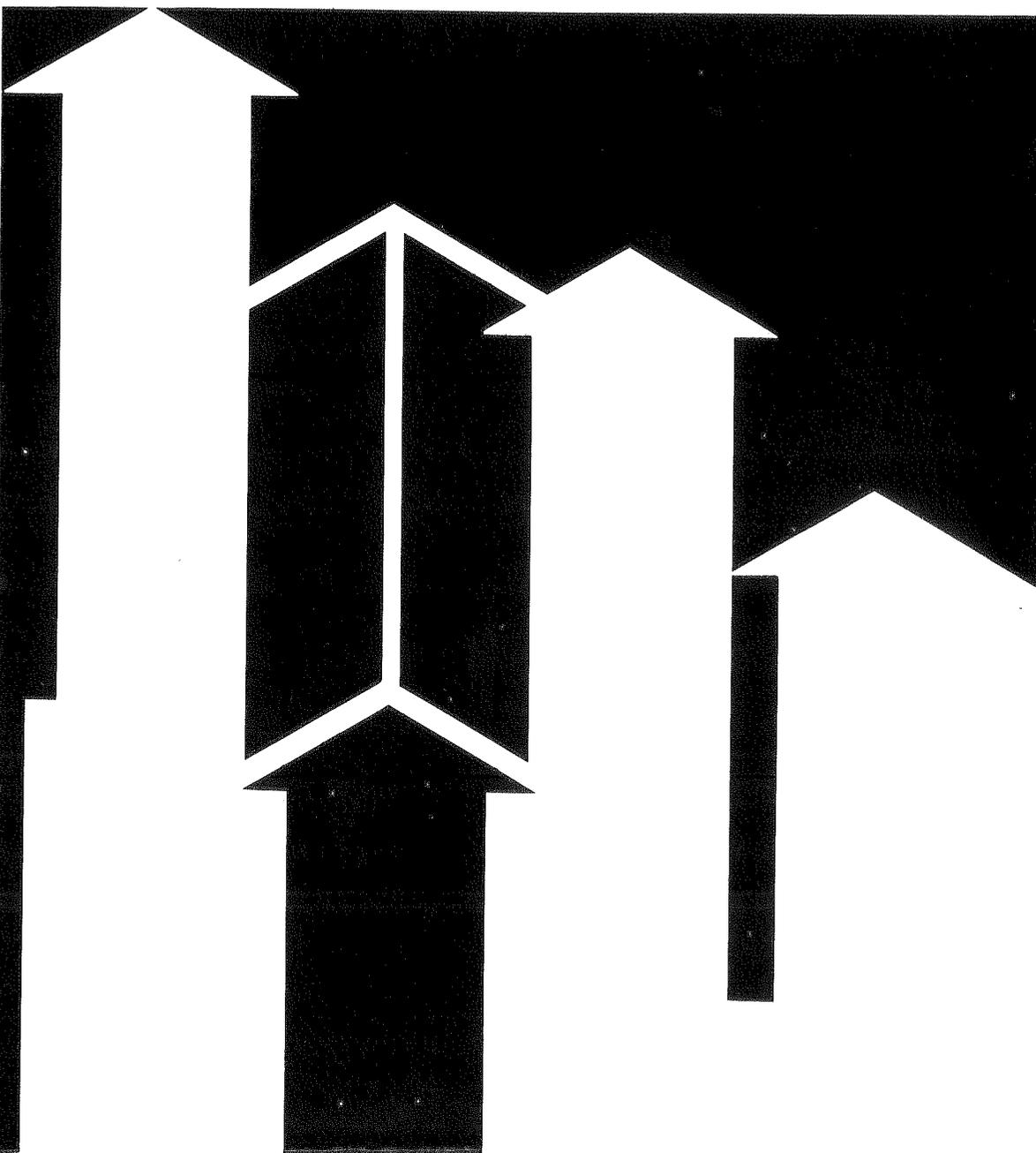
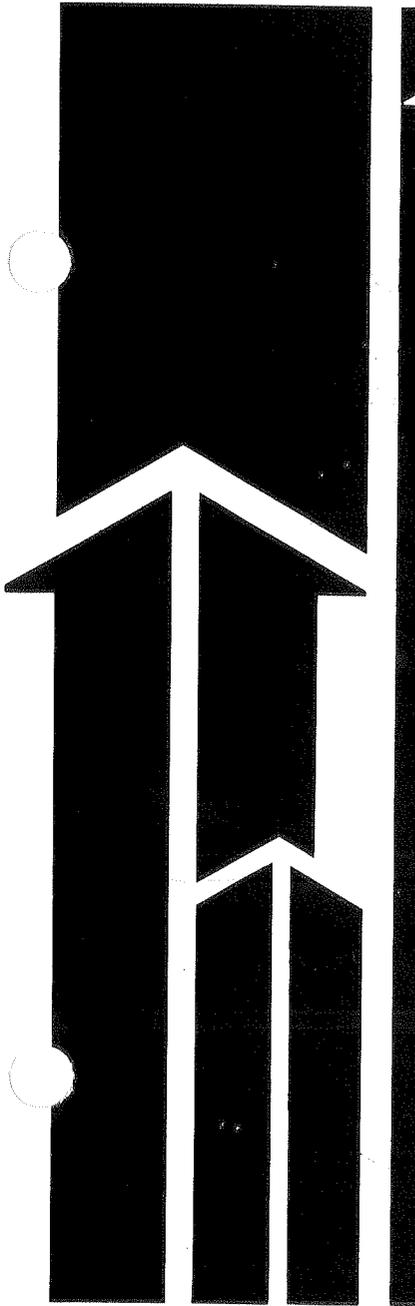
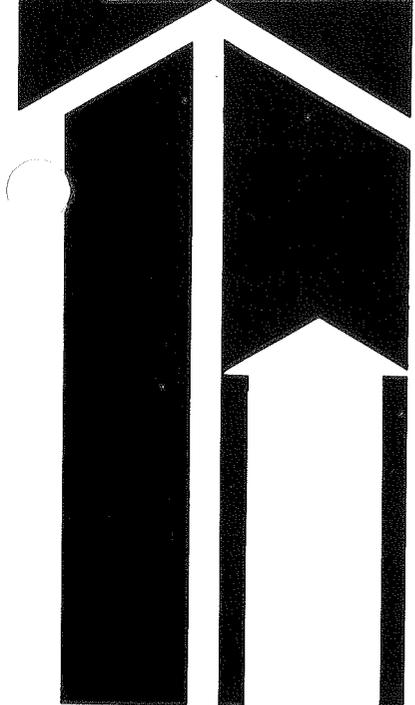
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RALPH M. FIELD ASSOCIATES, INC.  
GARDNER & HOLMAN CONSULTING PLANNERS  
GLOBETROTTERS ENGINEERING CORP.  
WU PI', INC.

CPA

BIRCH & DAVIS  
DAC INTERNATIONAL, INC.  
WATSON, RICE & COMPANY

**IV.**

**Information  
Statements**



COMPANY

ACTION PROGRAMS INTERNATIONAL  
606 Wilshire Boulevard, Suite 516  
Santa Monica, CA 90401

CONTACT

Edward Rubin  
213/395-6966

TYPE OF BUSINESS

Small Business

STAFF

7 Full-time

EXPERTISE

Education  
Manpower Planning  
Management Information Systems

Human Resources  
Development  
Project Design/Evaluation

BACKGROUND

Action Program International (API) was established in 1969 to assist developing countries in their efforts to improve the management of economic and social developments. This assistance is provided through a combination of consulting and training services.

AID EXPERIENCE/REFERENCE

1978 Managed a host country contract in Lebanon with the Council for Development and Reconstruction;  
1974-1978 Planned, organized and conducted a series of workshops in W. Africa and Washington, D. C. bringing key officials together to discuss policy issues;  
. Assisted the Central Planning Organization in Yemen in establishing a Human Resources Planning unit;  
1974 Assisted in the restructuring of field offices in 7 West African countries in order to improve and broaden U.S. response to the Sahelian drought;  
1972 Prepared organizational and operational plans for USAID's Regional Staff Office for West Africa;  
1971 Performed management studies for AFR/DP in Washington, D.C. and the following African countries: Senegal, Niger, Cameroon and Liberia.

OTHER EXPERIENCE/REFERENCE

1976-1979 Carried out a number of management consulting assignments for the YMCA's in New York and Portugal;  
1971 Assisted in an organizational system study for the Government of Kenya for the Ford Foundation;  
1970 Conducted a Development Management Program in Indonesia for the Ford Foundation.

LANGUAGE CAPABILITY

French, Spanish, Italian

COMPANY

ACTION RESEARCH INTERNATIONAL  
468 Funston Avenue  
San Francisco, CA 94118

CONTACT

Alexander Mamak  
415/221-2730

TYPE OF BUSINESS

8(a), Minority

STAFF

7 Full-time  
4 Consultants

EXPERTISE

Health and Nutrition  
Education and Training  
Evaluation

Social Impact Evaluation  
Agribusiness  
Private Sector Development

BACKGROUND

Action Research International (ARI) is a research-for-development firm assisting both government and private enterprise internationally. ARI is organized to assist low income countries achieve their development goals and to promote beneficial change, decentralization and self-reliance through appropriate design and implementation of contracted projects.

AID EXPERIENCE/REFERENCE

- Conducted socio-economic survey of local entrepreneurs and local institutions; organized training conferences; solicited assistance for U.S. firms and private sector to develop appropriate managerial, marketing, and production strategies for less developed countries.

OTHER EXPERIENCE/REFERENCE

- Analyzed organizational development among poor farmers and surveyed rural and urban markets - Bogota, Columbia;
- Identified changes and developed strategies to increase beneficial change resulting from copper mining;
- Provided technical assistance in areas of health, education and welfare assistance to local ethnic community groups. Projects funded by Department of Labor, Health and Human Services and Department of Energy.

LANGUAGE CAPABILITY

Spanish

COMPANY

ANALYSIS GROUP, INC.  
400 15th Street, S.E.  
Washington, D.C. 20003

CONTACT

Arthur S. Paul  
202/543-5550

TYPE OF BUSINESS

8(a), Minority

STAFF

5 Full-time

EXPERTISE

Public Health  
Transportation/Urban Planning  
Information Systems

Education and Training  
Computer Sciences  
Research and Evaluation

BACKGROUND

Analysis Group, Inc., established in 1977, is a technical services consulting firm that maintains a professional staff with capabilities to consult in a variety of technical areas both nationally and internationally. Many of the principals of the firm are from developing countries and have worked as professionals within the public and private sectors of the regions and are familiar with the cultures, the problems and the needs.

AID EXPERIENCE/REFERENCE

- 1979 Assessed the information processing needs for agricultural sector planning in Guyana;
- 1974 Developed a comprehensive strategy for relief of drought in the Sahel;
- . Provided technical assistance in the planning, design and evaluation of the health information system for nine Caribbean countries.

OTHER EXPERIENCE/REFERENCE

- . Analyzed and prepared a report in support of investment strategies for the Department of the Army;
- . Developed methodology for identifying and prioritizing energy-related, research projects with the potential for meeting the Army's installation's energy needs for the Department of the Army;
- . Assessed the social and environmental impacts of transportation of energy related materials for the Departments of Transportation and Energy.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

APPLIED SYSTEMS INSTITUTE, INC.  
1910 K Street, N.W., Suite 600  
Washington, D. C. 20006

CONTACT

Dr. Duk K. Wen  
202/785-0920

TYPE OF BUSINESS

8(a), Minority

STAFF

31 Full-time  
4 Consultants

EXPERTISE

Regulatory and Impact Analyses  
Data Base Implementation  
Computer Software Systems Development  
and Applications  
Systems Development

Transportation  
Education Policy  
Development/Analyses  
Management Information

BACKGROUND

Applied Systems Institute, Inc., incorporated in 1977, provides management consulting, data processing, and analytical services to government and private industry. Most of the full-time staff have advanced graduate degrees.

AID EXPERIENCE/REFERENCE

1979 Design and Evaluation - Indefinite Quantity Contract - "Urban and Regional Development." Contracting Officer - Michael H. Snyder.

OTHER EXPERIENCE/REFERENCE

- . Developed, under contract with the Federal Aviation Administration of the U.S. Department of Transportation, an econometric model to forecast air activities in 25 enroute flight control centers covering the continental U.S., Hawaii, Alaska, Guam, and Puerto Rico;
- . Conducted a study for U.S. Army Corps of Engineers to provide economic and demographic information useful to water resources planning for the upper Mississippi River Basin and the Chesapeake-Susquehanna River Basins;
- . Developed, under contract with the U.S. Maritime Administration, a comprehensive pricing formula for establishing reasonably compensatory tariff rates on prices for the use of public marine terminal facilities.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

ASSOCIATES IN RURAL DEVELOPMENT  
P. O. Box 1397  
362 Main Street  
Burlington, VT 05401

CONTACT

George Burrill  
Richard Hart  
802/658-3890

TYPE OF BUSINESS

Small Business

STAFF

20 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Rural Development  
Environmental Sciences  
Renewable Energy  
Forestry

Technology Transfer  
Agriculture  
Natural Resources

BACKGROUND

Associates in Rural Development, Inc. founded in 1977, is devoted to research in rural economic development and resource management for rural areas and particularly the promotion of greater local food, energy, and self-sufficiency through the application of appropriate technology. The firm has provided evaluation and advisory services on such subjects as dissemination of technology in rural areas, establishment of solar energy research facilities, national energy planning, farm energy alternatives, application of photovoltaics in agriculture and cottage industry. The firm is headquartered in Vermont and maintains an office in Silver Spring, Maryland.

AID EXPERIENCE/REFERENCE

1981-1985 Conducting Botswana Renewable Energy, Technology Project;  
1982-1983 IQC - Made an assessment of the Renewable Energy Technologies in Africa;  
1983 Assessed a Small Hydro Power Program in Burundi;  
1982 Reviewed A.I.D. project evaluations;  
1981 Implemented a renewable energy technology project in Lesotho, Africa;  
1981 Prepared an energy balance report which involved the assembly of data on all major domestic and imported sources of energy, and end uses on energy in Togo;

OTHER EXPERIENCE/REFERENCE

- 1981 Assisted in the design of extension-oriented community forestry projects in Ecuador, Jamaica, Dominican Republic and Costa Rica for Peace Corps;
- 1981 Assisted the National Rural Electric Cooperative Association in the design of a pilot evaluation study for the Philippines;
- 1981 Prepared a market assessment of Photovoltaic energy systems for worldwide agricultural applications NASA/Lewis Research Center.

LANGUAGE CAPABILITY

The firm has indicated language capabilities to meet most requirements.

COMPANY

AURORA ASSOCIATES, INC.  
1140 Connecticut Avenue, NW  
Suite 1200  
Washington, D. C. 20036

CONTACT

Gary Walker  
202/463-0950

TYPE OF BUSINESS

8(a), Minority

STAFF

161 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Agriculture  
Renewable Energy  
Participant Training

Education  
(Formal/Non-Formal)  
Rural Development

BACKGROUND

Aurora Associates is a full-service management consulting firm established in 1978 which provides training and technical assistance to U.S. government agencies, international organizations and private businesses both in the U.S. and abroad. Internationally, the company has focused on agricultural projects, education and training and renewable energy. The majority of Aurora's overseas experience has been with A.I.D. in sub-Saharan Africa. The company also has capabilities relevant to the Caribbean and other regions.

AID EXPERIENCE/REFERENCE

1983-1988 Conducting participant Training for Disadvantaged South Africans, Mike Feldstein;  
1982-1986 Conducting Guinea-Bissau Rice Production Project, Glen Slocum;  
1981-1984 Conducted Senegal Cereals Production Project, Henderson Patrick;  
1981-1983 Three work orders were carried out under an IQC in Education.

OTHER EXPERIENCE/REFERENCE

1984-1986 Managing Job Corps Center, Dayton Ohio;  
1983-1985 Managing Residential Living Portion of Job Corps Center, St. Paul, MN;  
1983-1984 Assessing uses of Woodpellet technology for Renewable Energy Source in West Africa, for Seaway Port Authority of Duluth, MN;  
1980-84 Managing and administering Training Services Project, U.S. Department of Labor, Job Corps.

LANGUAGE CAPABILITY

French, Arabic, Portuguese

COMPANY

AUTOMATED DATATRON, INC.  
4318 Gallatin Street  
Hyattsville, MD 20781

CONTACT

Michael A. Shaffer  
301/277-9575

TYPE OF BUSINESS

8(a), Minority

STAFF

339 Full-time  
(including personnel  
on contract)

EXPERTISE

Computer & Micrographic Programs  
Data Entry  
Test Editing

Batch Processing  
Data Verification  
Telecommunications

BACKGROUND

Automated Datatron, Inc., founded in 1972, is an established micrographics service bureau offering a complete range of information and image management services. The firm specializes in micrographics, data entry/word processing, reprographics, cartographics, laser printing and record management. The firm has recently extended its microfilming capabilities to accommodate engineering drawings and graphics on aperture cards. The firm's management-support personnel performs consulting system design and turnkey operations.

A.I.D. EXPERIENCE/REFERENCE

1983 to Present Converting more than 30 computer programs at 48x reduction to Computer Output-to-Microfilm (COM) on a weekly bi-weekly, and monthly basis.

OTHER EXPERIENCE/REFERENCE

1981 - Present Providing micrographics services on a classified, sensitive work basis to the Department of State;  
1981 Converted volunteer employee records to updatable microfiche/standard for ACTION.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

AUTOMATED SCIENCES GROUP, INC.  
700 Roeder Road  
Silver Spring, MD 20910

CONTACT

Howard A. Johnson  
301/587-7650

TYPE OF BUSINESS

8(a), Minority

STAFF

326 Full-time  
(Incl. contract staff)  
5 Consultants

EXPERTISE

ADP Planning/Evaluation/Control  
Office Automation  
Telecommunication  
Data Base Design and Management  
Information System

Requirements Analysis and  
System Design  
Program Management

BACKGROUND

Automated Sciences Group, Inc., established in 1974 is a full service management consulting firm providing its clients in the public and private sectors a broad spectrum of expertise in the analytical and data processing field. Forty-five percent of the technical staff hold advanced degrees.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Provided technical analyses and software engineering support to the Department of Commerce;
- . Developed an automated management improvement plan for the Department of Defense, and the U.S. Air Force;
- . Provided manpower and ADP modeling for the Office of Advanced Systems for the Department of Health and Human Services;
- . Conducted analytical studies in probability and statistics for Nuclear Regulatory Commission;
- . Conducted waybill data analysis study for the Department of Transportation, and the Federal Railroad Administration.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

BIRCH AND DAVIS ASSOCIATES, INC.  
8905 Fairview Road, Suite 300  
Silver Spring, MD 20910

CONTACT

Herbert Birch  
301/589-6760

TYPE OF BUSINESS

8(a), Minority

STAFF

70 Full-time

EXPERTISE

Financial Management  
Education and Training  
Library and Information

Health and Nutrition  
Management Consulting

BACKGROUND

Birch and Davis Associates, Inc. was founded in 1976 by a group of consultants specializing in financial management and health care planning and evaluation. Since establishment, the firm has completed over 200 assignments with many domestic and international organizations and has assisted Host Country Governments to meet their development goals and objectives.

AID EXPERIENCE/REFERENCE

- . Provided financial analysis services to the Health Sector Project in Honduras;
- . Conducted a cost analysis of a large hospital project in El Salvador;
- . Provided entrepreneurial training to disadvantaged small businessmen in Southern Africa;
- . Assisted the Health Insurance Organization of Egypt to develop a physical design for a comprehensive 5 module management information system;
- . Under IQC, worked on-site in Yemen to revise the Participant Training project paper and develop recommendations for successor training projects.

OTHER EXPERIENCE/REFERENCE

- . Provided technical assistance regarding management information systems to well over 100 Health Maintenance Organizations;
- . Conducted nationwide survey of long-term core institutions to enhance rate calculations and provide data for actuarial analysis.

LANGUAGE CAPABILITY

French, Spanish, Arabic, Portuguese

COMPANY

BRYANT AND BRYANT  
4301 Connecticut Avenue, N.W.  
Washington, D. C. 20008

CONTACT

Charles I. Bryant  
202/244-1950

TYPE OF BUSINESS

Small Business, Minority

STAFF

38 Full-time  
29 Consultants

EXPERTISE

Planning  
Architecture

Interior Design  
Design

BACKGROUND

Bryant and Bryant (B and B) is an interdisciplinary design firm that offers services in architecture and planning. The firm carries out projects from the initial planning and design stages through the supervision of construction. B and B serves both public and private sector clients nationally and internationally. Major clients include the Federal, District of Columbia, Guyana Governments, community groups, private organizations and developers. Engineering requirements for most of the firm's projects are subcontracted to engineering firms that have established a working relationship with the firm.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

1980-1982 Completed architectural services, plus landscape architectural and structural engineering for Maintenance of Metrorail facilities for Washington Metropolitan Area Transit Authority - Washington, D.C.;

1981 Provided A&E services for mix-use urban complex at a metro transit station for Capital Landmark Associates - Washington, D.C.;

1977-1980 Designed master plan for new towncenter, approximately 35 acres for Fort Lincoln New Towncenter - Washington, D.C.;

1975-1976 Designed dwelling units, 10 story apartment building for senior citizens with 50 percent of the units for handicapped for U.S. Government-HUD.

LANGUAGE CAPABILITY

Spanish, French, Portuguese

COMPANY

LEROY CALLENDER/P.C., CONSULTING ENGRS.  
401 E. 37th Street  
New York, NY 10016

CONTACT

Leroy N. Callender  
212/684-4110

TYPE OF BUSINESS

Small Business, Minority

STAFF

56 Full-time  
72 Consultants

EXPERTISE

Planning Inspection/design services  
Civil Structural Engineering for  
transportation projects and  
the Environment  
Construction Inspection/Surveys

Airports  
Recreational Projects  
Highways  
Bridges  
Mass Transit Facilities

BACKGROUND

Leroy Callender/P. C., Consulting Engineers, established in 1969, is targeted towards providing consulting engineering services and meeting the schedules and budgets of industries, government agencies, engineers and architects. The firm provides services in the areas of civil, structural design, analysis, and field monitoring on all types of commercial, institutional and industrial buildings, highways and bridges.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE: DESIGN AND CONSTRUCTION SUPERVISION SERVICES

Project Design and Engineering Supervision of the Northeast Rail Corridor Improvement Program;  
Major participant in design construction supervision of the new AT&T Headquarters Building in New York City;  
Renovation design and supervision of the landmark Government Printing Office in New York City;  
Design and construction supervision of the New Forest Hills Station for the Massachusetts Bay Transit Authority;  
Bridge rehabilitation design/supervision for the New York State Department of Transportation, Connecticut Department of Transport and New York State Thruway Authority;  
Design/supervision of the first phase of construction on the campus complex for New York College of the City University of New York.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

R. W. CAMACHO ASSOCIATES, INC.  
6420 Bradley Boulevard  
Bethesda, MD 20817

CONTACT

Dr. Ruth W. Camacho  
301/469-6287

TYPE OF BUSINESS

Woman-Owned, Minority

STAFF

3 Full-time  
30 Consultants

EXPERTISE

Health & Nutrition  
Conference Planning/Management  
Training Program Evaluation

Research and Evaluation  
Health Information System  
Feasibility Studies

BACKGROUND

Since 1976, R.W. Camacho Associates, Inc. has served management of government, banking and financial institutions, health and medical organizations, educational institutions, international organizations, and private industry both nationally and internationally. The firm's multilingual capabilities and extensive international experience have permitted it to work throughout the world, including North Africa.

AID EXPERIENCE/REFERENCE

- . Assessed national health delivery systems, analyzed needs in such priority areas as decentralization of patient service, financial and organizational management support systems, development of rural health services, manpower development, maternal and child health, nutrition and environmental health. Bolivia and Nicaragua, Project Officer Dr. James Sarn, Office of Health and Population, S&T.

OTHER EXPERIENCE/REFERENCE

- . Assessed National Health Delivery System, Population Programs and Information Systems in Upper Volta-American Public Health Association;
- . Evaluated Health Delivery System-Bolivia;
- . Developed a \$50 million rural/urban fringe health program in Chile-American Development Bank;
- . Chile--IDB Sector Analysis--Program planning--Rural/ Urban fringe health delivery system;
- . Conference for Women leaders--American University/ Women's Institute;
- . Bolivia--Evaluation of health delivery system.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

CAPITAL SYSTEMS, INC.  
1235 Jefferson Davis Hwy., #1406  
Arlington, VA 22202

CONTACT

Howard G. Ulep  
703/892-1150

TYPE OF BUSINESS

8(a), Minority

STAFF

135 Full-time  
(Incl. contract staff)

EXPERTISE

Systems Programming  
Requirements Analysis  
Computer Operations  
ADP Training  
Data Center Design

Hardware Engineering  
Application Design/  
Development

BACKGROUND

Capital Systems, Inc. is a full service computer services organization. To meet the needs of the growing computer marketplace, the company is organized into five operating divisions: the Installation Management Division, the Computer Products Division, the Facilities Services Division, the Data Base Services Division, and the Johnstown Computing Resources Center. Individually and collectively, each segment can provide the personal and professional expertise needed to respond to the customer's ADP needs.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- 1983-1985 Currently providing application and design services to the commodity Futures Trading Commission in conjunction with the establishment of its Chicago Data Center;
- 1983-1985 Currently providing specialized ADP maintenance and planning support for the U.S. Air Force System.
- 1983-1984 Developing an Aviation Operational Reporting System for U.S. Customs Service;  
Developing a comprehensive automated Data Base for the Office of Patrol, U.S. Customs Service;
- 1982-1983 Provided technical assistance to the Department of Health and Human Services in the development and implementation of an Internal Control Tracking System (ICTS).

LANGUAGE CAPABILITY

Not indicated.

COMPANY

CHESSE AND ASSOCIATES, INC.  
2759 Steeplechase Lane  
Diamond Bar, CA 91765

CONTACT

Dr. Anthony Sancho  
714/861-7461

TYPE OF BUSINESS

8(a), Minority

STAFF

7 Full-time  
25 Consultants

EXPERTISE

Training  
Conference Planning/Management  
Health and Nutrition

Evaluation  
Applied Research

BACKGROUND

Chess, established in 1972, is a private enterprise offering innovative programs and creative technical assistance to institutions responsible for meeting the needs of a rapidly changing society. The firm, headquartered in California, has contributed to the state's efforts in addressing the needs of its multicultural and multilingual population. Additionally, principals of the firm have completed numerous projects in a wide range of services, as stated above, for clients nationally and internationally. These include cities, counties, Federal Agencies and private organizations.

A.I.D. EXPERIENCE/REFERENCE

- . Conducted project to develop a directory of language training institutions - LAC Bureau (Education) Paul White

OTHER EXPERIENCE/REFERENCE

- . Managed training program in Guatemala (A.I.D. sub-contract with Creative Associates);
- . Managed Teacher Exchange Program (California and Mexico);
- . Managed Spanish Reading Project (U.S. Office of Education and Ministry of Education in Mexico);
- . Conducted health and nutrition training in Mexico;
- . Evaluated ESL Programs in Panama;
- . Conducted conference planning for California Department of Education and Institute for Cultural Pluralism;
- . Conducted Program Evaluations for Public and Private Sectors.

LANGUAGE CAPABILITY

Spanish, Arabic, French

COMPANY

CHI ASSOCIATES, INC.  
2045 North 15th Street  
Arlington, VA 22201

CONTACT

Dr. Michael Chi  
703/558-3400

TYPE OF BUSINESS

8(a), Minority

STAFF

15 Full-time  
20 Consultants

EXPERTISE

Computer Software  
Engineering

Telecommunications  
Energy

BACKGROUND

Chi Associates, Inc., a multi-disciplinary engineering firm, was established in 1974 to provide services in the fields of engineering analysis, systems design and data processing. Its clients include Federal, State and Private Sectors, the Environmental Protection Agency, the U.S. Departments of Transportation, Energy, Commerce, and Health and Human Services.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Assessed Occupant Injury Through Biomechanics - National Highway Transportation Safety Administration;
- . Evaluation of EPA's Oil Spill Enforcement Program - Environmental Protection Agency;
- . Environmental Studies for the U.S. Navy;
- . Enhancement and Maintenance of Vehicle Collision Related Computer Simulation Program - Department of Transportation.

LANGUAGE CAPABILITY

French, Portuguese

COMPANY

COMPREHENSIVE MARKETING SYSTEMS, INC.  
777 14th Street, Suite 800, N.W.  
Washington, D. C. 20005

CONTACT

James Griffin  
Neal Goodson  
202/393-6800

TYPE OF BUSINESS

8(a), Minority

STAFF

100 Full-time  
(Incl. contract staff)  
12 Consultants

EXPERTISE

Housing  
Policy Analysis and Planning  
Implementation and Evaluation

Construction Management  
Housing Program Design  
Marketing

BACKGROUND

Comprehensive Marketing Systems, Inc. (CMS), is a policy planning corporation established in 1975. CMS is headquartered in Washington, D.C. and maintains full-service offices in Chicago, IL and Shreveport, LA. CMS has provided assistance to over 100 government agencies at the city, county and state levels. The firm has also provided technical assistance to developers and federal agencies such as U.S. Department of Housing and Urban Development and the Agency for International Development.

A.I.D. EXPERIENCE/REFERENCE

- Appraisal and evaluation of housing programs - Helene Kaufman, Office of Housing/One Month - AID/IQC; Colombo Sri Lanka;
- Currently reviewing evaluation and updating the needs and design for computerization of AID's Housing Guarantee Program-AID/IQC - James Freed - Office of Housing;
- CMS is now in the process of negotiating contracts with AID/El Salvador to analyze the Salvadoran Agricultural Development Bank/ADB Requirements.

OTHER EXPERIENCE/REFERENCE

- Conducting training workshops for localities and states operating rental rehabilitation programs for HUD;
- Negotiating a contract with AID/El Salvador to analyze the Salvadoran Agricultural Development Bank/ADB requirements.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

COOPER CONSULTANTS, INC.  
11675 S.W. 66th Avenue  
Portland, OR 97223

CONTACT

Fredrick C. Cooper  
President  
503/639-4914

TYPE OF BUSINESS

Small Business, Minority

STAFF

78 Full-time

EXPERTISE

Architecture

Engineering

BACKGROUND

Cooper Consultants, Inc., founded in 1976, specializes in engineering and architecture. The firm provides its clients in both the private and public sector a full range of planning, design, and construction management services. Principals of the firm have completed numerous projects for clients nationally and internationally. These include cities, states, federal agencies and private organizations.

A.I.D. EXPERIENCE/REFERENCE

- 1981 Feasibility report, final design and bid of one meter diameter 40 km bypass sewer for USAID/Jordan.
- 1975 River Basin Planning for Senegal River including irrigation, hydroelectric, flood control and domestic water and navigation for Senegal, Mali and Mauritana;

OTHER EXPERIENCE/REFERENCE

- 1982 Conducted feasibility and planning study of domestic container terminal for Philippines Port Authority, Philippines;
- 1982 Managed construction and inspection of tank farm and petroleum dispensing facility for Arabian American Oil Company, Saudi Arabia;
- 1980 Prepared hydrology report for major irrigation project for National Government of Peru, Ministry of Agriculture;
- 1977-1981 Managed construction and inspection of dormitories and other buildings, Saudi Arabia.

LANGUAGE CAPABILITY

French, Arabic

COMPANY

CREATIVE ASSOCIATES, INC.  
3201 New Mexico Avenue, N.W., #270  
Washington, D. C. 20016

CONTACT

I. Cheryl Jones  
202/966-5804

TYPE OF BUSINESS

8(a) Minority, Woman-Owned

STAFF

70 Full-time  
(Incl. contract staff)  
Firm reports an extensive  
list of consultants

EXPERTISE

Training  
Information Management  
Behavioral Sciences

Adult Education  
Evaluation  
International Development

BACKGROUND

Creative Associates, Inc., established in 1977 provides management consultation and technical assistance to its clients worldwide. The firm specializes in the development of human resources both nationally and internationally. The firm is headquartered in Washington, D.C. with branch offices in Arlington, VA., and Denver, CO. Field offices for current projects are located in Botswana, Egypt, Rwanda and Guatemala.

A.I.D. EXPERIENCE/REFERENCE

- . Conducted the study of AID's Contributions to Egypt Basic Education Program, AID/Cairo, Michael Kenyon;
- . Developed the agricultural education component of a rural education project in Rwanda;
- . Provided technical assistance to the Workforce and Skills Training Project in Botswana;
- . Provided short term technical assistance on non-formal education to AID Missions and groups in developing countries;
- . IQC Education, Julianne Gilmore, S&T/ED;
- . Technical Assistance to FENAPI for Institutional Development, USAID/Ecuador.

OTHER EXPERIENCE/REFERENCE

- . Peace Corps Training, Guatemala (current);
- . Family Violence Training for Prevention, U.S. Department of Defense;
- . Bilingual/Multicultural Resource Center, Headstart, HHS.

LANGUAGE CAPABILITY

Spanish, French, Arabic

COMPANY

JOSEPH A. DAVIS CONSULTANT, INC.  
104 East 40th Street, Suite 203  
New York, NY 10016

CONTACT

Joseph A. Davis  
President  
212/682-4006

TYPE OF BUSINESS

8(a), Minority

STAFF

5 Full-time

EXPERTISE

Program Evaluation  
Education  
Family Planning  
Recruitment Advertising

Planning  
Training  
Energy

BACKGROUND

Joseph A. Davis Consultants, Inc. was established in 1969. The firm's objective is to provide special services and technical assistance to clients from both the public and private sectors, including U.S. Government programs; community projects; non-profit institutions, Fortune 500 Corporations and small business enterprises.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Executed a professional recruitment program for Health and Human Services. On the basis of the success of the above program, the firm conducted similar assignments for the Bureau of Medical Services and the Indian Health Service;
- . Conducted a 2 year evaluation of Health and Human Services Medicaid Quality Control Program;
- . Analyzed and reorganized a corporate division with 125 different categories of blue-collar jobs for Midland, Ross Corporation.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

DECISION INFORMATION SYSTEM CORPORATION  
1425 K Street, N.W., Suite 1000  
Washington, D. C. 20005

CONTACT

Donald A. Campbell  
202/898-1234

TYPE OF BUSINESS

8(a), Minority

STAFF

40 Full-time

EXPERTISE

Program Analysis/Evaluation  
Software Development  
Consulting/Training

Data-Base Development  
Management

BACKGROUND

Decision Information System Corporation, formerly the Granville Corporation which was established in 1977, is a research and consulting firm that specializes in management information and social services. Principals of the firm have completed numerous projects for Federal, State and private sector organizations.

AID EXPERIENCE/REFERENCE

- . The firm currently holds an A.I.D. Management Consulting IQC and is negotiating two task orders to develop two database management systems in the Near East Bureau, to support Environmental activities. The A.I.D. contact is Pauline Merrill/Denise Armstrong.

OTHER EXPERIENCE/REFERENCE

- . In addition to performing numerous program analyses and evaluations in such areas as transportation, health, community development, resource development, and housing, the firm has expertise in management and staff training. For instance, Granville, under contract with the University of Pittsburgh, participates in the design and conduct of training of senior and mid-level government and business administrators from Sierra Leon, Nigeria, Upper Volta, Saudi Arabia, Jordan, Iraq, Kuwait, Indonesia, Malaysia, Thailand, Jamaica, and Taiwan. Training courses include Administrative Management, Personnel Management, Consulting Skills, Leadership in Organizational Innovation, Rural and Community Development, and the Organization and Management of Training and Development Systems.

LANGUAGE CAPABILITY

Spanish, Portuguese

COMPANY

DEVELOPMENT ASSISTANCE CORP.  
1415 11th Street, N.W.  
Washington, D. C. 20001

CONTACT

Robert Nicolas  
202/234-8842

TYPE OF BUSINESS

8(a), Minority

STAFF

18 Full-time

EXPERTISE

Agricultural Development  
Project Design  
Rural Health  
Economic Evaluation/Analysis

Rural Development  
Evaluation  
Agriculture Credit/  
Marketing

BACKGROUND

Development Assistance Corporation is a contract research and development firm providing service to domestic and international clients in the private and public sectors. The firm's principal staff and consultants have experience with economic, agricultural and social development issues faced by many nations.

AID EXPERIENCE/REFERENCE

- . Prepared a training workshop for AID's energy and environmental officers in all AID missions in Africa;
- . Evaluated the Guidimaka Integrated Rural Development Project in Mauritania;
- . Evaluated the impact of agricultural policies on consumption by designated target groups in Jamaica;
- . Participated in an AID contract to assess energy requirements in the food chain in Senegal;
- . Designed a nonformal education and vocational training program for the female sector of the public school population in Morocco.

OTHER EXPERIENCE/REFERENCE

- . Provided technical assistance to the preparation and coordination of a conference on Cooperation for Development in Africa-Washington, D.C.;
- . Coordinated a conference sponsored by the African Development Bank in which leaders of many African nations discussed policy options for economic and social development.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

DEVELOPMENT ASSOCIATES, INC.  
2924 Columbia Pike  
Arlington, VA 22204

CONTACT

Leveo Sanchez  
703/979-0100

TYPE OF BUSINESS

Minority, Large Business

STAFF

110 Full-time  
(Incl. contract staff)  
Firm reports an extensive  
list of consultants

EXPERTISE

Economic and Social Development  
Training  
Technical Assistance  
Evaluation

Management/Organizational  
Development  
Policy and Program Design  
Survey Research

BACKGROUND

Development Associates Inc., established in 1969, has designed and implemented development projects in many of the less-developed countries in Latin America, the Caribbean, Africa, Asia, the Pacific and the Middle East. Program areas include: community development, education, population and family planning, private sector development and marketing, health, nutrition, agriculture and development administration. Development Associates has completed over 100 international projects. The firm has designed, implemented, and evaluated long-term projects.

AID EXPERIENCE/REFERENCE

. In over 15 years of operation, Development Associates has become a major consulting contractor and provider of services for A.I.D. Over the years, the firm has been awarded twelve Indefinite Quantity Contracts (IQCs) which have, up to the present, resulted in over 90 work orders. Thus, the firm is familiar with all aspects of working through the IQC mechanism. Listed below are current IQC contracts:

- Project Design and Evaluation -- PDC-0000-I-00-3077-00
- Rural Development -- PDC-1406-I-00-1096-00
- Agriculture -- PDC-1406-I-00-4090-00
- Nutrition -- PDC-0262-I-00-3100-00
- Health -- PDC-1406-I-00-4064-00
- Education -- PDC-1406-I-00-4053-00

OTHER EXPERIENCE/REFERENCE

Development Associates has completed assignments for the World Bank in such locations as the Sudan, and Jamaica, and worked directly for the governments of such countries as the Republic of Korea, Nigeria, Mexico and the Federated States of Micronesia. Domestic clients include the U.S. Department of Health and Human Services, the Public Health Service, the National Institute on Drug Abuse, the Administration of Native Americans, the Administration on Aging, and the Departments of Education, Labor, Commerce, and Housing and Urban Development.

LANGUAGE CAPABILITY

Spanish, French, Portuguese

COMPANY

DEVELOPMENT PLANNING AND RESEARCH  
ASSOCIATES, INC.  
P. O. Box 727  
Manhattan, KS 66502

CONTACT

Milton L. David  
913/539-3565

TYPE OF BUSINESS

Small Business

STAFF

42 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Computer Applications  
Water Resources  
Environmental Protection

Agriculture  
Energy  
Technical Assistance/  
Management

BACKGROUND

Development Planning and Research Associates was founded in 1961, specializing in agriculture and related industries. The firm has diversified into seafood, information management, environmental policy, energy, water resources, environmental health research and technical assistance. The firm is headquartered in Manhattan, Kansas; project offices are maintained in Washington, D.C.; Paris, France; and Kisumu, Kenya. Currently, about 50 percent of the firm's work is international. Over the past twenty-three years, the firm has conducted projects in over sixty countries.

AID EXPERIENCE/REFERENCE

- 1983-1986 Providing technical assistance and training services for on-farm grain storage project for Nairobi, Project Officer George Kimani;
- 1981-1983 Design and evaluation IQC, Contract Officer Ed Thomas;
- 1982 Conducted study on requirements for modernization storage and handling systems in Morocco, Project Officer Ed Thomas;
- . Conducted study on Kenya National Crop Storage, Project Officer Cameron Pippitt.

OTHER EXPERIENCE/REFERENCE

- . Managed Hazardous Waste Data Management System Project for Environmental Protection Agency;
- . Conducted survey analysis of non-participation, underemployment and CETA eligibility in Kansas for Kansas Development of Economic development;
- . Conducted preinvestment study for a dairy farm and processing dairy in Yemen for Globe Engineering Company in Kuwait;
- . Provided onsite technical support services in agriculture and cooperatives to Peace Corps/Venezuela.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

DEVELOPMENT SCIENCES, INC.  
39 Pleasant Street  
P. O. Box 444  
Sagamore, MA 02561

CONTACT

Bill Doberty  
617/888-0101

TYPE OF BUSINESS

Small Business

STAFF

25 Full-time

EXPERTISE

Agriculture  
Operations and Systems Mgmt.  
Mineral Resource Assessment  
Alternate Energy System Design

Engineering  
Energy  
Renewable Energy  
Evaluation

BACKGROUND

Since 1970, Development Sciences, Inc. has provided planning and implementing skills to a variety of energy, environmental, natural resource, marine, agriculture and mineral resource assessment projects. Clients have been both domestic and international with a heavy emphasis on Third World countries in Africa, Asia and Latin America.

AID EXPERIENCE/REFERENCE

IQC Experience:

1982-1985 Costa Rica, Zimbabwe, Turkey and Indonesia  
1982-1984 Morocco  
1979-1981 Tunisia, Liberia, Morocco, Malawi, Thailand, Ecuador and the Philippines;  
. The firm has had more than 50 IQC work orders with emphasis on energy policy planning and most recently on coal.

OTHER EXPERIENCE/REFERENCE

- . EPA Program Planning, Massachusetts Planning Agency;
- . Energy Assessment Systems Analysis, Washington - World Bank;
- . Water Analysis Planning, Washington - U.S. Army Corps of Engineers;
- . Design and Installation of photovoltaics for health clinics in Ecuador, Guyana, Kenya and Zimbabwe - NASA/Solarex Corporation;
- . Energy Assessment Methodology for Industry and Hotels - Caribbean Development Bank.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

DEVRES, INC.  
2426 Ontario Road, N.W.  
Washington, D.C. 20009

CONTACT

Dennis H. Wood  
202/797-9610

TYPE OF BUSINESS

Small Business, Woman-Owned

STAFF

25 Full-time  
Firm reports an extensive list of consultants.

EXPERTISE

Agriculture  
Energy  
Project Development  
Natural Resources

Education and Training  
Research and Evaluation  
Nutrition  
Rural Development

BACKGROUND

Founded in 1978, Devres has completed assignments for a wide variety of clients including AID, the World Bank, FAO, UNICEF, UNIDO, the Society for International Development, the President's Commission on World Hunger, the U.S. State Department, Peace Corps, Arthur D. Little, Inc., ABT Associates, Booz, Allen & Hamilton Inc., Church World Service, and numerous others in over 50 developing countries. Devres is affiliated with Development Resources, a charitable foundation that provides funding and technical assistance for projects in developing countries that directly benefit low income people.

AID EXPERIENCE/REFERENCE

- 1984-1986 Participating in an AID agricultural and marketing development project in Southern Sudan, Jan Stofkoper, Louis Berger International, Inc.;
- 1984 Preparing Country Development Strategy Statements for St. Lucia, Grenada, St. Vincent and Dominica, RDO/Caribbean. Terrence Liercke and Bill Wheeler, AID Project Officers;
- 1983 Analyzed and developed agro-industrial component for a regional development project, Bolivia, USAID, John Foschia; Coordinated Irrigation Evaluation Conference for agency-wide AID projects; Cynthia Clapp-Wincek, AID Project Officer;
- 1983 Evaluated regional rural agribusiness loan for 5 countries in Central America, Guatemala City, Guatemala, Kevin Kelly;
- 1983 Evaluated export development potential (Sri Lanka), Edward Williams, AID Project Officer;
- 1983 Designed model scopes of work for generic project evaluations, using food production project as focus, Nena Vreeland, AID Project Officer;

AID EXPERIENCE/REFERENCE (cont)

- 1983 Assessed agricultural research resources and development of national and zonal programs in 16 countries in the Sahel and Southern Africa, Jack Slattery;
- 1981 Designed Irrigation Project, USAID/Cairo, Ray Fort.

OTHER EXPERIENCE/REFERENCE

- . Coordinated Integrated Rural Development Project, World Bank - Turkey;
- . Appraised Agricultural Credit Project, World Bank - Yemen;
- . Reviewed cereal seed production and distribution program, Investment Center, FAO/World Bank Cooperative Programme - Bangladesh and Sudan;
- . Assessed ongoing and planned public investment programs in agro-industries and developed strategy for future development of agro-industry in Nigeria, World Bank;
- . Designed an alternative development strategy for the Turks and Caicos Islands, British West Indies, The New York Horticultural Society.

LANGUAGE CAPABILITY

French, Spanish, Portuguese

COMPANY

DIMPEX ASSOCIATES, INC.  
1625 K Street, N.W.  
Washington, D.C. 20006

CONTACT

Elroy Carlson  
202/785-0826

TYPE OF BUSINESS

8(a), Minority

STAFF

15 Full-time

EXPERTISE

Agriculture  
Health  
Training

Rural Development  
Urban Development  
Research and Evaluation

BACKGROUND

Dimpex Associates, Inc. is a management, economic consulting and contract research firm which provides a wide range of services to its clients in governments, private industry and community based organizations. The firm was established in 1965.

A.I.D. EXPERIENCE/REFERENCE

1980-1984 Implementation Rural Water Supply-Upper Volta, Steve Dean;  
1980-1983 Implementation Rural Medical Assistance Project Mauritania, Steve Dean;  
1980-1981 Health Sector Assessment Burundi, Steve Dean;  
1979-1981 Program Design and Evaluation Training, J. Brady;  
1980 Evaluation of the Community Based Rural Development Project-Yemen;  
1980 Evaluation of the Development Studies Project-Egypt.

OTHER EXPERIENCE/REFERENCE

1979 Staff Development Training-U.S. Virgin Islands.  
1978 Financial planning and other finance related activities - Federal Republic of Germany;  
1978 Industry feasibility study and financial planning-Cameroon;  
1973-1974 Technical assistance and training program to assist in developing the staff capabilities of various government agencies-U.S. Virgin Islands.

LANGUAGE CAPABILITY

French, Spanish, Portuguese

COMPANY

DODSON-LINDBLOM ASSOCIATES, INC.  
5 East Long Street  
Columbus, OH 43215

CONTACT

V. V. Rajadhyaksha, P.E.  
K. Rajadhyaksha, M.P.H.  
614/224-1251

TYPE OF BUSINESS

8(a), Minority

STAFF

40 Full-time  
20 Consultants

EXPERTISE

Civil Engineering  
Environmental Engineering  
Water Resources  
Irrigation Systems

Health/Population  
(Int'l. Health Division)  
Project Design  
Training Programs

BACKGROUND

Dodson-Lindblom Associates was formed in 1970 by four partners. Most of the firm's present staff have worked together for many years dating back to 1950. The firm's technical staff is comprised of engineers and surveyors. The corporation added an International Health Division and offers to public and private sector clients a wide range of programs in physicians' laparoscopy with clinical practice, consultants conducting didactic and clinical programs, certificates in family planning for general physicians, training in anesthesiology, and general experience in maternal and child health and family planning.

A.I.D. EXPERIENCE/REFERENCE

The Engineering Company has had no AID experience, but has extensive other experience as noted below:

- Mrs. Kasturi Rajadhyaksha, who heads the International Health Division has substantial experience in maternal, child health and population control areas. AID experience in Tunisia, Morocco, Turkey, Egypt, Sudan, Yemen, Kenya, Nigeria, Zaire, Zimbabwe and other Near East countries. These activities were carried out through AID-funded programs involving John Hopkins University.

OTHER EXPERIENCE/REFERENCE

- Members of the staff have experience in engineering projects in Chad, Bangladesh, India, Sudan, New Zealand and China. Projects have involved design of dams, irrigation systems, roads, bridges, ports, water supply and sewage disposal systems and bulk material handling.
- Prepared several training programs on various subjects. Clients include American Telephone and Telegraph Company, U.S. Army Corps of Engineers, State of Ohio, various city governments, American Electric Power, Cummins Diesel Company and others.

LANGUAGE CAPABILITY

French

COMPANY

DOW ASSOCIATES, INC.  
1451 Pennsylvania Avenue, S.E.  
Washington, D. C. 20003

CONTACT

Ike Dow  
202/547-0400

TYPE OF BUSINESS

8(a), Minority

STAFF

20 Full-time  
5 Consultants

EXPERTISE

Design  
Environmental Studies

Construction

BACKGROUND

Dow Associates offers public and private sector clients a broad spectrum of science, engineering and management services. These services range from short-term technical or management assistance to execution of projects involving design, development and implementation of engineering and management systems.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

1984 Completed Environmental Impact Statement for the New Orleans World Fair  
. Currently under contract with the Department of the Navy, Department of the Army, General Services Administration, and the private sector.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

ENERGY & ENVIRONMENTAL ENGR. INC.  
1B Monsignor O'Brien Highway  
P. O. Box 215  
E. Cambridge, MA 02141

CONTACT

Samer Faraj  
617/720-3800

TYPE OF BUSINESS

8(a), Minority

STAFF

13 Full-time  
21 Consultants

EXPERTISE

Energy  
Environmental Engineering  
Transportation Engineering & Planning

Engineering  
Software Development

BACKGROUND

Energy and Environmental Engineering, Inc. (E<sup>3</sup>I) and its staff of engineers, energy planners and policy analysts have experience in the wide range of issues involving energy and environment in developing countries. From a technical as well as a socio-economic viewpoint, E<sup>3</sup>I has worked on projects in energy production, conservation, utilization, development, technology cost and technology evaluation.

A. I. D. EXPERIENCE/REFERENCE

FY84-88 Performing Renewable Energy Field Tests, Egypt - Eric Peterson;  
FY83/84 Provided Technical Assistance and Training, Morocco - Jim Bever;  
FY82 Conducted study in Energy Conservation in the Transport Sector, Morocco, - Mark Ward;  
FY81-82 Developed a National Energy Assessment, Morocco - Carolyn Coleman.

OTHER EXPERIENCE/REFERENCE

- . Provided Environmental Impact Statement, Lebanon, NH Airport-FAA;
- . Assessed Environmental Control Technologies for Coal Liquefaction Plants-Department of Energy;
- . Instituted a computer system to Model Fluid Bed Combustion-Department of Energy;
- . Conducted study on Energy Saving in Gasohol Production-Department of Energy;
- . Conducted study on Control Strategies for Hazardous Solid Wastes-EPA;
- . Conducted study on control Emissions from Abandoned Hazardous Waste Sites-NSF.

LANGUAGE CAPABILITY

French, Arabic, Spanish

COMPANY

ENGINEERING & ECONOMICS RESEARCH, INC.  
1951 Kidwell Drive  
Vienna, VA 22180

CONTACT

Dr. Harpal S. Dhillon  
President  
703/893-8600

TYPE OF BUSINESS

8(a), Minority

STAFF

205 Full-time  
(Incl. contract staff)  
50 Consultants

EXPERTISE

Environmental Systems Analyses  
Solid and Hazardous Substances Mgmt.  
Data Base Management  
Energy (Conventional renewable)  
Population Planning,  
Micro/Mini Computer Systems  
Training

Water/Wastewater  
Management  
Information/Office  
Automation  
Energy R&D  
Health and Human resources  
General Management and  
Infrastructure  
Development

BACKGROUND

Engineering and Economics Research, Inc. (EER) is a multidisciplinary R&D and technical consulting organization. Established in 1979 by professionals, the firm specializes in engineering, environmental and economic analysis. The firm also provides technical services to a variety of clients in both the public and private sectors.

A.I.D. EXPERIENCE/REFERENCE

- Managed Regional Industrial Energy Efficiency Project, - Guatemala City, Guatemala; Contracting Officer D.J. Diaz.

OTHER EXPERIENCE/REFERENCE

- EER has provided services to a number of Federal, State and Local governmental agencies and various international agencies, including the World Bank, UNEP, PAHO, Inter-American Development Bank, CARICOM and Asian Development Bank.

LANGUAGE CAPABILITY

French, Spanish, Portuguese, Arabic

COMPANY

EVALUATION TECHNOLOGIES, INC.  
2020 N. 14th Street, 6th Floor  
Arlington, VA 22201

CONTACT

Lawyer A. Martin  
703/525-5818

TYPE OF BUSINESS

8(a), Minority

STAFF

230 Full-time  
(Incl. contract staff)

EXPERTISE

Research  
ADP Technologies  
Communication Systems  
Facilities Management

Library Services  
Information Support  
Service  
Support Services

BACKGROUND

Evaluation Technologies, Inc. (ETI), established in 1970, is a management consulting and technical services firm. ETI's services cover a broad range of functional and program areas. In over 13 years of operation, the firm has performed more than 200 assignments for government and commercial clients.

AID EXPERIENCE/REFERENCE

- . Performed information research, technical writing and development of manual and automated data-bases on disaster preparedness and relief programs for Office of Foreign Disaster Assistance;
- . Developed and maintained a data-base and production of statistical reports on foreign students from developing countries who received U.S. Government-sponsored education;
- . Managed AID's IBM 370 computer hardware and related peripheral equipment.

OTHER EXPERIENCE/REFERENCE

- . Managed project to perform development, maintenance, training and documentation support for administrative and financial information systems;
- . Provided data management, systems development and statistical analysis support for National Cancer Institute;
- . Developed a training program for the State Employment Agency Service Representatives - Department of Labor;
- . Developed a training guide for on-line searching of the ERIC data-base for the National Institute of Education.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

EXECUTIVE RESOURCE ASSOC., INC.  
Crystal Square 4  
1745 Jefferson Davis Hwy., #612  
Arlington, VA 22202

CONTACT

Rhoda R. Habib  
703/920-5200

TYPE OF BUSINESS

8(a), Minority

STAFF

98 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Education and Training  
Computer Systems and ADP  
International Development

Health and Social Services  
Engineering and Technology

BACKGROUND

Executive Resource Associates, Inc., established in 1977 is an international management consulting firm which provides technical assistance support services to public and private sector clients worldwide. Since inception, principals of the firm have completed numerous projects for state and federal agencies, non-profit and commercial organizations.

AID EXPERIENCE/REFERENCE

- . Currently performing all operational functions to support the installation of an IBM system, Wilbert J. Lewis;
- . Managing ADP Security for AID, Herbert Thompson.

OTHER EXPERIENCE/REFERENCE

- 1983 Provided evaluation and technical support to the Mental Health Demonstration Project for the National Institute of Mental Health;
- . Conducted mid-level and executive management training for the Department of Agriculture;
- . Conducted management training for prospective women managers for the Department of Transportation;
- . Developed a special detailed data-base system for the Department of Energy.

LANGUAGE CAPABILITY

Arabic, French, Farsi, Hindi

COMPANY

RALPH M. FIELD ASSOCIATES, INC.  
68 Church Lane  
Westport, CT 06880

CONTACT

Ralph M. Field  
203/227-7979

TYPE OF BUSINESS

Small Business

STAFF

5 Full-time  
6 Consultants

EXPERTISE

Environmental Planning  
Urban Planning and Development  
Coastal Zone Management

Resource Management  
Emergency Preparedness

BACKGROUND

Ralph M. Field Associates, Inc., has been in existence since 1968 performing extensive work in the Caribbean and the Pacific. The firm has also provided consultant advice to state and local Governments. Federal agencies with whom the firm has worked include Corps of Engineers, U.S. Water Resources Council, Federal Emergency Management Agency, Federal Energy Regulatory Commission, National Oceanic and Atmospheric Administration, and the Department of Housing and Urban Development.

A.I.D. EXPERIENCE/REFERENCE

- . Providing technical assistance to Office of Foreign Disaster Assistance, Oliver Davidson. Three years (and continuing) work in Jamaica for Government of Jamaica Office of Disaster Preparedness.

OTHER EXPERIENCE/REFERENCE

Consultant to:

- . Commonwealth of Puerto Rico, Department of Natural Resources, principal consultant for preparation of coastal zone management plan;
- . Mississippi, Bureau of Marine Resources, consultant/mediator for port development along Gulf Coast;
- . U.S. Fish and Wildlife Service, feasibility study of development taxation;
- . HUD, Environmental assessment of plan for New York City Westwide Urban Renewal modified plan.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

JOHN E. FOSTER & ASSOCIATES, INC.  
1134 Corrugated Way  
Columbus, OH 43201

CONTACT

John E. Foster  
614/294-5234

TYPE OF BUSINESS

8(a), Minority

STAFF

26 Full-time

EXPERTISE

Engineering  
Construction Management  
Water and Sewerage Facilities  
Storm Drainage  
Energy Conservation  
Site Engineering

Planning Design  
Transportation  
Mechanical and Electrical  
Systems

BACKGROUND

John E. Foster & Associates, Inc., established in 1979, is a professional firm engaged in the practice of engineering and provision of related management services. The company assists private interest, industry, utilities, institutions, municipalities and other governmental organizations, by providing feasible and effective solutions to the many problems resulting from rapid technological, social and economic development.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Provided architectural support/design services-New fire station, Cleveland, Ohio;
- . Designed motorist services building and storage unit for Ohio Department of Transportation;
- . Renovated 2 buildings for proposed municipal building annex, E. Cleveland, OH;
- . Provided mechanical, electrical, HVAC and structural services for Park Office Building, Ohio Department of Natural Resources, Storm drainage and system and detention pond design for Broadland Place Apartments Rehabilitation, Columbus, OH.

LANGUAGE CAPABILITY

Spanish

COMPANY

GARDNER & HOLMAN CONSULTING PLANNERS  
4218 McClung Drive  
Los Angeles, CA 90008

CONTACT

Alvin T. Holman  
213/299-8855

TYPE OF BUSINESS

Small Business, Minority

STAFF

5 Full-time  
10 Consultants

EXPERTISE

Urban & Regional Planning  
Transportation and Transit Planning  
Environmental & Policy Planning

Community & Economic  
Development

BACKGROUND

Gardner & Holman Consulting Planners (GHCP) provide domestic and international clients, in both the public and private sectors, a range of resource services in urban and regional planning, transportation planning, environmental planning, and policy planning. These include cities, counties, special districts, state and federal agencies, international agencies and organizations, private organizations, developers, and community groups. Practicing principles include plan preparations, impact assessments, formulation of implementation strategies, ordinance preparation, and public policy analysis.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Developed a bus rapid transit system for the Southern California Rapid Transit District for the Freeway Transit Program, Los Angeles;
- . Assisted in developing operational plans for the Saudi Public Transport Company, Kingdom of Saudi Arabia;
- . Evaluated marketing programs for special transit services;
- . Prepared financial feasibility analysis for Neighborhood Commercial Center Development, Los Angeles;
- . Assessed economic viability and development strategies for the establishment of a community development corporation.

LANGUAGE CAPABILITY

Spanish, Arabic

COMPANY

GLOBETROTTERS ENGINEERING CORP.  
300 S. Wacker Drive, Suite 580  
Chicago, IL 60606

CONTACT

Niranjan S. Shah  
312/922-6400

TYPE OF BUSINESS

8(a), Minority

STAFF

65 Full-time  
10 Consultants

EXPERTISE

Structural Engineering  
Environmental/Sanitary Engineering  
Water Resources Engineering  
Construction Engineering  
Economic Analysis  
Environmental Planning  
Impact Evaluation

Geotechnical Engineering  
Transportation Engineering  
Mechanical Engineering  
Management and Inspection  
Urban and Regional  
Planning

BACKGROUND

Globetrotters Engineering Corporation staff has background and experience in planning, analysis, design and construction of a wide variety of projects. Principals of the firm have worked both nationally and internationally. The firm is familiar with task order type of assignments through open-ended contracts with the U.S. Army Corps of Engineers. The firm has developed working relationships with Federal, State, local and private agencies.

AID EXPERIENCE/REFERENCE

- . GEC's staff members have worked on a number of planning and development projects in several countries.

OTHER EXPERIENCE/REFERENCE

- . Conducted study on Water Distribution System for the Village of Robbins, IL;
- . Inspected dams for the U.S. Army Corps of Engineers, Louisville, KY;
- . Conducted study on Interior Flood Control for the U.S. Army Corps of Engineers, Detroit District, MI;
- . Inspected dam and remedial works for the Metropolitan Sanitary District of Greater Chicago, IL;
- . Conducted ground water investigation for Harza Engineer Co., Chicago, IL.

LANGUAGE CAPABILITY

French, Spanish, Portuguese

COMPANY

DEL GREEN ASSOCIATES  
1155C Chess Technology Division  
Foster City, CA 94404

CONTACT

Del Green  
415/574-4737

TYPE OF BUSINESS

8(a), Minority

STAFF

50 Full-time

EXPERTISE

Education/Human Resources  
Data Systems Support Services  
Environmental Studies and Energy

Health/Nutrition/Family  
Planning  
Organization/Management

BACKGROUND

Del Green Associates, Inc. was founded in 1972 to provide technical and professional services to government and industries in urban, rural and environmental management. The firm has had a number of major contracts from Federal, State, and local agencies and private industry. The firm is headquartered in San Francisco, with a branch office in Oregon.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Analyzed the economic and financial impacts of non-compliance penalties on the electric utilities and steel industries for the Environmental Protection Agency (EPA);
- . Provided assistance to EPA for conducting regional workshops for calculating civil and non-compliance penalties in enforcement actions;
- . Developed and implemented a public participation and education program for Tri-State Regional Planning Commission, New York;
- . Conducted tests and inspections of air pollution sources in several Western States - EPA.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

INFORMATION SYSTEMS & NETWORKS  
CORPORATION  
5454 Wisconsin Avenue, Suite 1450  
Chevy Chase, MD 20815

CONTACT

Bob Stadelhofer  
301/654-8180

TYPE OF BUSINESS

8(a), Minority, Woman-Owned

STAFF

180 Full-time  
(Incl. contract staff)  
3 Consultants

EXPERTISE

Computer Security  
Software/Hardware Development  
System Design

Database Management  
Telecommunications  
Engineering

BACKGROUND

Information Systems and Networks Corporation was founded in October 1980 and is growing toward competitive viability as a management consultant services firm. The company is currently constructing a new corporation headquarters building with a branch office in Dayton, Ohio.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Determined the validity, accuracy and dependability of census data through statistical analyses - Bureau of Census;
- . Provided technical consultation and support to maintain and improve the licensing application and retrieval system for the Office of Export Administration - International Trade Administration;
- . Managed a Program involving systems application development and software maintenance for a real-time message processing system for the Department of State - Technical Representative Eileen Vaderburgh;
- . Provided various consulting services for the Institute of Computer Science and Technology at National Bureau of Standards.
- . Currently providing technical support services in the area of assurance engineering relative to the development and acquisition of aeronautical systems, subsystems, and support equipment.

LANGUAGE CAPABILITY

Arabic, Spanish, French

COMPANY

INTERAMERICA RESEARCH ASSOC., INC.  
1555 Wilson Boulevard, #600  
Rosslyn, VA 22209

CONTACT

Jorge M. Perez Ponce  
703/522-0870

TYPE OF BUSINESS

Large Business, Minority

STAFF

300 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Education  
Data Base Development  
Research and Evaluation

Information Management  
Facilities Management  
Training

BACKGROUND

InterAmerica Research Associates, Inc., is a professional project and information management firm whose international division is focused on programs designed to bridge the gap between developed and underdeveloped countries. The firm's international work began in 1980 and its multi-disciplinary professional work force is qualified to facilitate the transfer of technology and social science know-how to international users.

A.I.D. EXPERIENCE/REFERENCE

1981-1986 Dominican Republic Radio assisted Community Education Project, Project Officer Dr. Jean Meadowcroft S&T/ED;  
1980-1984 Guatemala Bilingual Education Project, Project Officer Dr. Frank Fairchild, USAID/Guatemala;  
1981-1982 An evaluation of scientific and technical information distribution and use in Latin America, Project, Officer James Smith, LAC/DR/MAD;  
1981-1982 Evaluation of the National Technical Information Service, Project Officer James Smith, LAC/DR/MAD;  
IQC Rural Development - Project Officer, Jeanne North, DS/RAD.

OTHER EXPERIENCE/REFERENCE

- . Conducted a study of strategies for assessing bilingual vocational training programs for DHHS - Project Officer Doris Gunderson;
- . Completed a 2-year research and teacher training project for the U.S. Department of Education, Project Officer Daniel Ulibarri;

OTHER EXPERIENCE/REFERENCE (cont.)

- . Designed a comprehensive program of community development for Donor Foundation, New York, Project Officer Philip Jessup;
- . Established and operated a national clearinghouse for Primary Care for Department of Health and Human Services, Project Officer Elsie Sullivan.

LANGUAGE CAPABILITY

Spanish, French, Portuguese, Arabic

COMPANY

INTERNATIONAL RESOURCES  
CONSULTANTS, INC.  
1025 15th Street, N.W. 5th Floor  
Washington, D. C. 20005

CONTACT

Bertram R. Fountain  
202/638-2002

TYPE OF BUSINESS

8(a), Minority

STAFF

12 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Agriculture  
Management/Irrigation  
Rural Development  
Fish/Wildlife Human Resources  
Development

Water  
Health  
Training  
Technical Assistance

BACKGROUND

International Resources Consultants, Inc. (IRC) was established in 1968 as a management consulting corporation to provide services in the areas of agriculture, forestry, fishery technology, health and rural development. IRC's mission in service delivery is to complete each project task and, where appropriate, improve the quality of life and self-sufficiency.

A.I.D. EXPERIENCE/REFERENCE

- . Developed a set of water and sanitation guidelines that were pilot tested in urban, rural and fringe villages of the States of La Paz, Oruro, Cochabamba, and Santa Cruz (Bolivia, Latin America).

OTHER EXPERIENCE/REFERENCE

- . Designed a Pilot Community Health Services Program for use by the Government of Indonesia;
- . Developed an Employee Assistance Program that helped Detroit attain the highest level of quality transit services and improved employee job performance that was adversely affected by medical-behavioral problems; Detroit, Michigan-Department of Transportation;
- . Developed transit performance measurement and productivity materials and provided training for Urban Mass Transportation Administration, Department of Transportation;
- . Evaluated Management and Training effectiveness for Rehabilitation Services Administration, Department of Health and Human Services.

LANGUAGE CAPABILITY

French, Spanish, Arabic, Portuguese

COMPANY

INTL. SCIENCE & TECHNOLOGY INST., INC.  
2033 M Street, N.W., Suite 300  
Washington, D. C. 20036

CONTACT

Nihal W. Goonewardene  
President  
202/466-7290

TYPE OF BUSINESS

8(a), Minority

STAFF

21 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Energy Planning/Management  
Environmental Protection  
Primary Health Care Planning  
and Development  
Enterprise Development  
Information Management Services  
Program Development  
Project Design/Evaluation  
Management Systems

Human Resources and  
Training  
Natural Resources  
Management  
Population/Family Planning  
Food and Nutrition  
Associated Services  
Microcomputerized Data  
Base

BACKGROUND

Founded in 1978, International Science and Technology, Inc. (ISTI), provides research and technical assistance in the application of science and technology to the problems of development. ISTI offers consulting services for international development. Identification, recruitment, fielding and evaluation of consultants to meet needs for expert assistance worldwide are major focuses of the firm. Corporate headquarters are in Washington, D. C.

A.I.D. EXPERIENCE/REFERENCE

. ISTI has executed six Indefinite Quantity Contracts (IQCs) for A.I.D., three of which are current. The total number of Work Orders undertaken to date includes forty-six activities in forty developing countries. In addition, ISTI has underway four multi-year projects as well as several design and evaluation activities in Africa, Asia, Near East and the Caribbean.

IQC experience includes:

1984-1986 Environmental Protection and Natural Resources Management, William Roseborough, S&T/FNR. Third award of this IQC in-house from July 1979;  
1984-1986 Health, Water and Sanitation, Judith Johnson;  
1984-1987 Malaria Control Project, Sri Lanka, Howard Sharlach, ASIA/PD.

A.I.D. EXPERIENCE/REFERENCE (cont.)

1983-1986 Evaluation and Monitoring of Neighborhood Urban Services, Egypt, William Miner NE/TECH;  
1983-1985 Project Design and Analysis/ Evaluation, Judith Johnson;  
1979-1983 Evaluations of PL 480 Food for Peace Title II Programs, Judith Gilmore.

OTHER EXPERIENCE/REFERENCE

- . Designed and managed a maritime national data system for the U.S. Department of Commerce;
- . Planned and implemented an International Conference on Small Dams, "Waterpower '79" for the U.S. Army Corps of Engineers;
- . Provided an analysis of the distribution of transit services in Chicago for the Department of Transportation.

LANGUAGE CAPABILITY

French, Spanish, Portuguese, Arabic

COMPANY

JEFFALYN JOHNSON & ASSOC., INC.  
One Skyline Place, #907  
5205 Leesburg Pike  
Falls Church, VA 22041

CONTACT

Susan Richiedei  
703/578-4633

TYPE OF BUSINESS

8(a), Minority, Woman-Owned

STAFF

6 Full-time  
8 Consultants

EXPERTISE

Community/International Devel.  
Human Resources Development  
Organizational Development

Program/Policy Research  
Development and Evaluation

BACKGROUND

Jeffalyn Johnson & Associates, Inc. has eight years of experience in management and organizational analysis, training, research for federal, state, local government agencies, corporations and non-profit organizations throughout the U.S. and abroad. The firm is headquartered in Virginia with a branch office in Los Angeles, CA

AID EXPERIENCE/REFERENCE

- 1984 Designed and conducted population and nutrition - Officers Conference - Asia Bureau - Health, David Oot;
- 1984 Designed and conducted population and nutrition - Officer's Conference - Africa Bureau - Health, Ann Tinker;
- 1983 Designed and conducted - Near East conference on Agribusiness Investment Opportunities in Morocco;
- 1983 Provided working paper on Preventing Sexual Harassment in the Foreign Service Office of EEO Programs, Virginia Clark;
- 1982-83 Conducted study of third country training in Africa, Bureau for Africa, Norman Green;
- 1982 Designed and conducted Near East Bureau's Mission Directors' Conference for Near East Bureau, W. A. Ford;
- 1981-82 Provided evaluation of Development Administration in Africa, Margaret Shaw;
- 1981 Provided report on the U.S. Role in Scientific and Technological Training for Development - Office of International Training.

OTHER EXPERIENCE/REFERENCE

- 1983-Present Conducting strategic planning to improve Socio-Technical Interfaces, Pontiac Division, General Motors;
- 1983-Present Conducting Century Freeway Employment Study, Office of Civil Rights, California Department of Transportation, Court Burrell;
- 1983-Present Providing organizational Analysis of the Office of Administration, Office of the Assistant Secretary for Administration, Department of Transportation, Karen Lee;
- 1983-Present Conducting an employment and training project for the Westinghouse Electric Company, Transportation Division.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

LAWRENCE JOHNSON & ASSOCIATES, INC.  
4545 42nd Street N.W., Suite 103  
Washington, D.C. 20016

CONTACT

Lawrence Johnson  
202/537-6900

TYPE OF BUSINESS

8(a), Minority

STAFF

35 Full time  
5 Consultants

EXPERTISE

Education and Training  
Information Systems  
Housing  
Management Research/Evaluation

Health and Social Service  
Project Development  
Transportation

BACKGROUND

Lawrence Johnson & Associates, Inc. is a social-behavioral science research firm which, since 1970, has provided applied research, program development, training, and evaluation services to a variety of government, academic and commercial clients. More than 85 percent of the technical staff have earned doctorate or master's degrees.

AID EXPERIENCE/REFERENCE

- 1980      Provided complete logistical support for a month-long workshop on shelter programs, policies, and projects in developing countries;
- Assisted with the technical and documentation services for the 8th Congress of the Eastern Regional Organization for Planning and Housing in Jakarta, Indonesia.

OTHER EXPERIENCE/REFERENCE

- Conducted information surveys for the Development of Health and Human Services;
- Conducted marketing surveys for the U.S. Postal Service and the Department of Transportation;
- Conducted program evaluation for the Departments of Health and Human Resources, Defense, Education and Labor.

LANGUAGE CAPABILITY

French, Spanish, Portuguese, Arabic

COMPANY

JORDAN ASSOCIATES, INC.  
111 New Montgomery Street  
San Francisco, CA 94105

CONTACT

415/989-1025

TYPE OF BUSINESS

8(a), Minority

STAFF

40 Full-time  
2 Consultants

EXPERTISE

Engineering  
Planning  
Transportation

Architecture  
Environmental Protection

BACKGROUND

Jordan Associates, Inc., established in 1968 is an engineering and architectural firm staffed to provide a full range of technical and management services in response to the requirements of projects, nationally and internationally. The firm has executed a wide range of services on a variety of projects--from small buildings to industrial facilities and from single site designs to urban redevelopment. The firm is headquartered in San Francisco with branch offices in Seattle, WA; St. Louis, MO; and Oakland, CA.

AID EXPERIENCE/REFERENCE

- Participated in a highway design for the DAR ES SALAAM Port access highway, Tanzania East Africa;
- Firm has an IQC in architecture and engineering extended through 4/19/85.

OTHER EXPERIENCE/REFERENCE

- Prepared plans and specifications for four lane Vine Almaden Expressway Connection, San Jose, CA;
- Designed Wastewater Treatment Plant for the City of Tacoma, WA;
- Provided engineering services for the demolition of an existing pier and landsite structures and the construction of a concrete wharf to accommodate container ships in Oakland, CA;
- Designed and prepared plans and estimates of a 2 1/2 mile levee to protect the City of Stanwood from Stillaguamish River flooding (Corps of Engineers, Seattle District).

LANGUAGE CAPABILITY

French

COMPANY

JUAREZ AND ASSOCIATES, INC.  
12139 National Boulevard  
Los Angeles, CA 90064

CONTACT

Nicandro F. Jaurez  
213/478-0826

TYPE OF BUSINESS

8(a), Minority

STAFF

10 Full-time  
20 Consultants

EXPERTISE

General Management Consulting  
Program Research and Evaluation  
Human Resource Development

Survey and Socioeconomic  
Research  
General Marketing

BACKGROUND

Juarez and Associates, founded in 1971, is a research and management consulting firm providing quality services to business and industry, government agencies, educational institutions, and community organizations both nationally and internationally. The firm has indicated a record of performance in the many facets of data processing and analysis, including responses to clients' individual requirements for data management and special purpose programming.

A.I.D. EXPERIENCE/REFERENCE

- 1983-1986 Evaluation of Radio Listener Attitudes and Optimal message content for Dissemination of Mass Media Family Planning messages in Latin America - Project Officer Clifford Belcher, Population Officer/Guatemala;
- 1982 Conducted a feasibility study of Guatemala's integrated non-formal education project - Project Officer Richard Martin;
- . Conducted two training seminars on non-formal education and information dissemination techniques in Lisbon and Oporto, Portugal;
- 1976-1977 Evaluation of Inter-American Dialogues and Family-Planning Film Production for Latin America-PHA/POP/LA.

#### OTHER EXPERIENCE/REFERENCE

- . Developed a program model of employment training, consulting, and placement for Spanish-speaking ex-offenders;
- . Developed and conducted a number of training and information seminars in California;
- . Designed a project to demonstrate the use of commercial marketing techniques in developing strategy for packaging and disseminating program and fiscal management to community based organizations in California;
- . Conducted a nationwide in-depth survey of 2,100 Hispanic tenants and homeowners for the Department of Housing and Urban Development to ascertain their opinion regarding housing and HUD's programs.

#### LANGUAGE CAPABILITY

Spanish, English, Portuguese

COMPANY

KENDRICK & COMPANY  
800 18th Street, N.W., #500  
Washington, D. C. 20006

CONTACT

Carrie L. Fair, Esq.  
James E. Kendrick  
202/638-7627

TYPE OF BUSINESS

8(a), Minority

STAFF

24 Full-time  
6 Consultants

EXPERTISE

Agricultural Program Management  
Mass Communications  
Transportation Systems Management  
Microcomputer Software  
Technology Transfer Support

Health Promotion  
Educational Communications  
Computer Systems  
Programming and Support  
Training

BACKGROUND

Kendrick and Company established in 1974 is a professional organization that offers its clients, in the private and public sectors, a wide range of services in research, training, communication management and computer sciences. The firm has had over 300 client assignments from the Federal, civilian and domestic agencies such as the Departments of Transportation, Agriculture, Public Health Services and the Environmental Protection Agency.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- For a number of years in the 1970s, the firm wrote advertising copy and conducted market research for the National Technical Information Service (including campaigns for developing nations);
- Provided management consulting services to a variety of national associations;
- Designed and conducted a study to assess the feasibility of organizing a national information clearinghouse for occupational safety and health for the U.S. Department of Labor;
- Designed and implemented a Task Order Management Information System for U. S. Department of Energy.

LANGUAGE CAPABILITY

Spanish, Portuguese, French

COMPANY

KOBA ASSOCIATES, INC.  
2000 Florida Avenue, N.W.  
Washington, D.C. 20009

CONTACT

Ford D. Johnson, Jr.  
202/328-5710

TYPE OF BUSINESS

8(a), Minority

STAFF

103 Full-time  
(Incl. contract staff)  
38 Consultants

EXPERTISE

Conference Management  
Health Care Delivery Research  
and Evaluation

Management Training  
Legal Services Support

BACKGROUND

Koba Associates is a 17 year-old firm that provides services in Government program support, management, and evaluation. The principal divisions are criminal justice, health research, health care delivery, and technical services.

A.I.D. EXPERIENCE/REFERENCE

1980-1983 Provided technical advisory services in health training, research and development conducted on-site in Djakarta, Indonesia.

OTHER EXPERIENCE/REFERENCE

- . Managed regional family planning communication and education workshops - Bureau of Community Health Services;
- . Provided a management development program and extensive management training - National Institutes of Health;
- . Developed an in-service education program and provided material for Physicians of National Health Services Corps - Health Resources Administration;
- . Managed operation of an outreach program to reduce infant mortality and morbidity through prenatal assistance - District of Columbia;
- . Developed an automated project accounting system for Production of Management reports - Department of State.

OTHER EXPERIENCE/REFERENCE

- . Developed an automated project accounting system for production of management reports; Department of State;
- . Designed Federal Government-wide personnel management information systems - OPM;
- . Provided transcription services to Press Office of the White House; Executive Office of the President.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

LABAT-ANDERSON, INC.  
1111 19th Street N., Suite 600  
Arlington, VA 22209

CONTACT

Victor J. Labat  
703/525-9400  
Arthur A. Theisen  
301/596-5565

TYPE OF BUSINESS

8(a), Minority

STAFF

45 Full-time  
Firm reports an extensive  
list of consultants.

EXPERTISE

Information Systems Management  
Plan. Agribusiness and Agricultural  
Extension Project Management  
Environmental Impact Assessment  
Fisheries  
Soil and Water Management

Economic Analysis  
Animal and Crop Production  
Institutional Development  
Land Resource Assessment  
and Analysis  
Forestry and Inland  
Analysis

BACKGROUND

Labat-Anderson, Inc., established in 1978 is a consulting firm specializing in research, analytical and technical support. The firm provides a full range of professional services to assist government and industry in resolving problems when in-house resources are insufficient to meet critical needs in areas cited above.

AID EXPERIENCE/REFERENCE

- Currently serving A.I.D. in computer training. Contact Andra Herriott.

OTHER EXPERIENCE/REFERENCE

- Labat-Anderson has assisted managers of Federal and private agencies over the past four years to manage information at policy levels for the Department of Energy. The firm has provided technical and scientific support for DEA/DOJ, DOE, and USDA; instructional support to A.I.D. and USDA/FS; organizational support to NRC; documentation support to USDA/FS; equipment analysis support to USDA/FS; and developed a business tax system for the DC government/DFR.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

LEE & BATHEJA, INC.  
6901 Dodge, Suite 209  
Omaha, NE 68132

CONTACT

G. Winston Lee  
402/551-8353

TYPE OF BUSINESS

8(a), Minority

STAFF

12 Full-time

EXPERTISE

Civil/Structural Engineering  
Construction

Architecture

BACKGROUND

Lee & Batheja, Inc. established in 1979, is qualified to provide architectural and civil/structural engineering services. The staff of Lee and Batheja has worked on many projects both medium and very large. The firm has provided construction inspection on various types of projects.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- 1985 Renovating College of Nursing - University of Nebraska Medical Center;
- 1985 Designing Omaha Expressway - Department of Roads, Lincoln, NE;
- 1984 Designing Bridge for Douglas County, Omaha, NE;
- 1984 Designing Martin Luther King Center - Omaha Housing Authority, Omaha, NE;
- 1984 Renovation to South Omaha City Hall, Omaha, NE;
- 1984 Repairing parking structures, University of Nebraska, Medical Center.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

ROY LITTLEJOHN ASSOCIATES, INC.  
1015 14th Street, N.W.  
Washington, D. C. 20005

CONTACT

Helen M. Kinard  
202/638-1388

TYPE OF BUSINESS

8(a), Minority

STAFF

40 Full-time  
4 Consultants

EXPERTISE

Applied Research  
Health Management  
Training/Technical Assistance

Education and Human  
Resource Development  
Computer Services

BACKGROUND

Roy Littlejohn Associates, Inc. is a domestic and international management consulting firm which was formed in 1968. Professional staff members hold advanced degrees in the Humanities, Sciences, Social Sciences, Business Administration and Law. During its sixteen year history, the firm has maintained regional offices in Atlanta, Boston, New York, Philadelphia, Harrisburg and Kansas City. Projects have taken its staff to every state, as well as Puerto Rico, the Virgin Islands, Haiti, Europe, Africa, the Caribbean and the Far East.

A.I.D. EXPERIENCE/REFERENCE

- 1980 Provided expertise in the areas of human resources, training and related disciplines to assist the Government of the Yemen Arab Republic to increase the capacity of specific Yemeni local development administrations to plan, implement and evaluate projects initiated and supported by the local authorities;
- 1979-1980 Provided technical assistance, materials, equipment and services necessary to accomplish 6 weeks of training for 85 trainees assigned to serve as Peace Corp Volunteers for teaching in Liberia;
- 1979 Assisted the Office of International Training in carrying out its Participant Training Program;
- 1978 Conducted a nutrition conference in Yaounde, Cameroon. The focus of the conference was on the application of mass media techniques to nutrition education.

OTHER EXPERIENCE/REFERENCE

- 1980 Conducted a study focusing on energy conservation in the transportation area emphasizing ridesharing and driver efficiency for the Department of Energy;
- 1980 Conducted seven four day training workshops to the residential and non-residential advisors in Job Corp and the young adult conservation corps for U.S. Department of Agriculture;
- 1977 Conducted a study to develop and test models to improve health care delivery to adolescent youth for the Health Services Administration for the Department of Health and Human Services.

LANGUAGE CAPABILITY

French

COMPANY

MESA CORPORATION  
139 East South Temple, Suite 2003  
Salt Lake City, UT

CONTACT

David Merrill  
801/364-9484

TYPE OF BUSINESS

8(a), Minority

STAFF

35 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Engineering/Scientific Research  
Social Science/Training  
Public Health Policy

Environmental  
Management Consulting

BACKGROUND

MESA Corporation, established in 1978, provides professional services to clients in government, business and industry. Since its existence, the staff has found solutions to complex problems in diverse fields, including fusion energy research, national resource development, biochemical research, mining engineering, industrial siting, human resource and many other areas. The firm is headquartered in Salt Lake City, Utah and maintains a branch office in Reston, Virginia.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Played an integral role in the development of a chemical agent munitions disposal system at the Toole Army Depot;
- . Developed two new designs for neutron detectors, one of which is currently being patented;
- . Developed a technology for predicting safety of mine structures for the U.S. Bureau of Mines;
- . Conducted a wide variety of environmental studies ranging from single discipline investigations to large scale, multidisciplinary studies.

LANGUAGE CAPABILITY

Arabic, Spanish, French

COMPANY

METAMETRICS, INC.  
1534 U Street, N.W.  
Washington, D. C. 20009

CONTACT

Leo T. Surla, Jr.  
202/797-1330

TYPE OF BUSINESS

8(a), Minority

STAFF

4 Full-time  
12 Consultants

EXPERTISE

Planning  
National Resource Development  
Supply/Sanitation  
Environmental Issues  
Data Systems Analyses  
Energy

Research and Evaluation  
Rural Water  
Geology and Hydrology  
Education and Training  
Engineering  
Health Planning

BACKGROUND

MetaMetrics, Inc., established in 1973 is a planning, research and evaluation firm involved with social analysis. The firm provides services to domestic and international clients in the private and public sectors. Since 1979, the firm has provided planning, design, evaluation, technical assistance and training services to A.I.D. under a number of IQC work orders in rural water supply and sanitation. Specialists have been provided in civil and sanitary engineering, geohydrology, hydrology, community development and other areas relevant to project needs.

AID EXPERIENCE/REFERENCE

- . Managed International Conference on Rural Water Supply Development - Project Officer, Daniel Dunkin;
- . Rehabilitated the Rural Water Supply System-Kenya - Project Officer, Michael Gould;
- . Conducted study Rural Sanitation Practices-Egypt - Project Officer, Pamela Johnson;
- . Conducted study Rural Environmental Systems-El Salvador - Project Officer, John Massey;
- . Conducted study Market Town Water Supply System -Sri Lanka - Project Officer, Jack Pinney;
- . Assessed Water Supply and Sanitation System-Yemen;
- . Conducted study Near East Water/Wastewater Financing and Pricing Practices - Project Officer, Leonard Rosenberg.

OTHER EXPERIENCE/REFERENCE

- . Economic Analyses of Construction Alternatives for the U.S. Army Community Hospital-Seoul, Korea.

LANGUAGE CAPABILITY

Spanish, Arabic, French

COMPANY

MIRANDA ASSOCIATES, INC.  
401 M Street, S.W.  
Washington, D. C. 20024

CONTACT

Leni Berliner  
202/544-1404

TYPE OF BUSINESS

8(a), Woman-Owned

STAFF

15 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Development Economics  
Survey Researchers  
Manpower Planners

Management Trainers  
Small Business Developers  
Education Specialists

BACKGROUND

Miranda Associates, established in 1975, is a full service marketing research consulting organization with in-house ability to provide both public and private sector clients comprehensive consulting and contract research in the areas stated above.

AID EXPERIENCE/REFERENCE

- 1983 Conducted EHR Conference, Washington, D.C.
- . Evaluated LAC Training Initiative and Carribean Basin Scholarship Fund - Paul White, Chief, LAC/DR/EST;
- . Conducted Social Institutional Profile Study, Julio Schlotthauer, Director AID/Jamaica.

OTHER EXPERIENCE/REFERENCE

- . Eight years experience in research, evaluation, information management, training, and conference management for U.S. Departments of: Agriculture, Housing and Urban Development, Education, Health and Human Services, Treasury, Nuclear Regulatory Commission, Municipality of San Juan, Lotus Communications, Peabody Communications, Education Foundation of the Latin American Confederation of Credit Unions and Cooperatives.

LANGUAGE CAPABILITY

French, Spanish, Arabic, Portuguese.

COMPANY

A. L. NELLUM AND ASSOCIATES, INC.  
1900 L Street, N.W., Suite 405  
Washington, D. C. 20036

CONTACT

Barbara Stevenson  
202/466-4920

TYPE OF BUSINESS

Large Business, Minority

STAFF

74 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Agricultural Economics  
Institutional Development  
Project Management  
Forestry  
Soils

Horticulture  
Agribusiness  
Hydrology  
Plant Pathology

BACKGROUND

A. L. Nellum and Associates, Inc. was formed in 1964. In addition to IQCs in Rural Development, Urban Regional Development and Agriculture with A.I.D., the firm recently completed a 3 1/2 year A.I.D. Agricultural Planning project in Jamaica. Domestic work has focused on vocational and employment programs, community development and training and education at all levels of government and within the private sector. The firm is headquartered in Washington, D. C. with branch offices in Boston, MA and Atlanta, GA.

A.I.D. EXPERIENCE/REFERENCE

- . Performed an overall evaluation of the Ministry of Agriculture extension system in Malawi, specifically as the system relates to the emerging commercial and small-scale food producers;
- . Conducted an evaluation of the Tanzania Livestock Marketing and Support Project;
- . Conducted a seminar on evaluation of the Government of Tunisia Livestock Feed Production and Utilization.
- . Assisted the Government of Liberia in designing the Primary Health Care Project.

IQC Experience:

- . Provided training in health education for trainees assigned to Cameroon for action;
- . Developed a series of self-instructional training modules for assistant county supervisors on the Farm Loan and Rural Housing Programs for Farmers Home Administration, U.S. Department of Agriculture;

IQC Experience: (cont.)

- . Conducted feasibility study for an automated information system to support the Office of Medical Services, U.S. Department of State;
- . Developed and implemented a Medical Management Information System for Office of Medical Services, U.S. Department of State.

OTHER EXPERIENCE/REFERENCE

- 1983-1984 Provided technical assistance to aid small cities and communities with significant minority populations for HUD;
- 1982-1984 Training Program in Vegetable Production and Small Animal Husbandry for Peace Corps in Swaziland and Cameroon;
- 1980 Cameroon Health Education Stateside Training Program for Peace Corps Volunteers (Stateside training);
- . Evaluation of training for ACTION/Peace Corps in Malaysia, Nepal, Philippines, Fiji, Tonga and Western Samoa.

LANGUAGE CAPABILITY

French, Spanish, Arabic

COMPANY

NERO AND ASSOCIATES, INC.  
520 S.W. Sixth Avenue, Suite 1120  
Portland, OR 97204

CONTACT

Kish Sharma, President  
503/223-4150

TYPE OF BUSINESS

Small Business, Minority

STAFF

250 Full-time  
(incl. contract staff)

EXPERTISE

Research  
Environmental and Natural Resources  
Management Consulting

Energy  
Transportation  
Conference Management

BACKGROUND

Nero & Associates is a wholly minority owned company. The firm's corporate specialty is management and research. Nero provides its clients in the private and public sector a large range of services in the areas of scientific studies, field research and technology assessments. The firm was established in 1971 and has offices in Anchorage, Alaska; Baltimore, Maryland; Boise, Idaho; Houston, Texas; and Eugene, Oregon.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- 1984 Provided Biomass Facility Environmental Requirements Guidebook for the Oregon Department of Energy;
- Provided Source Emission Composition Library Development for U.S. Environmental Protection Agency;
- 1984 Conducted operations and maintenance of Air Force Plant 42 for U.S. Air Force Base, Dayton, OH;
- 1983 Conducted environmental studies for Conservation Program, U.S. Department of Energy, Portland, OR.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

THE OMEGA GROUP, INC.  
555 4th Street N.W.  
Washington, D.C. 20001

CONTACT

C. Mack Higgins  
President  
202/347-2527

TYPE OF BUSINESS

8(a) Minority

STAFF

32 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Program Development  
Evaluation  
Financial Management  
Management Consultant

Transportation  
ADP Systems Software  
Computer Systems Design

BACKGROUND

The Omega Group Inc., established in 1977, serves both private and government entities in identifying and analyzing problematic areas in the fields of finance, management, technology and marketing in both the U.S. and abroad.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- Managed conference, workshops and symposium for Small Business Administration, Department of Interior, U.S. Postal Service, Department of Labor-Education and Training administration;
- Conducted a survey of passenger rail service in the northeast corridor provided to Amtrak and commuter transit authorities by Conrail;
- Conducted a study of the system-wide operating budget process and the management control system of a major eastern railroad.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

ONE AMERICA, INC.  
1523 L Street, N.W., Suite 700  
Washington, D. C. 20005

CONTACT

Elaine B. Jenkins  
202/628-2216

TYPE OF BUSINESS

8(a), Minority, Woman-Owned

STAFF

20 Full-time

EXPERTISE

Program Design and Evaluation  
Data Processing  
Training Programs  
Management Information Systems  
Minority and Small Business Devel.  
Financial Development and Planning  
National and Regional Planning

Technical/Management Assistance  
Social Analysis and Research  
Energy

BACKGROUND

One America, Inc., established in 1970, offers public and private sector clients specialized services in program development, evaluation and technical assistance. Since 1976, One America has worked with governments and institutions of developing countries focusing on institutional development, program management, technical assistance, training research and evaluation. In 1973, One America was included in Black Enterprise Magazine's listing of the "Nation's 100 Top Black Businesses".

A.I.D. EXPERIENCE/REFERENCE

- 1981-1986 Providing technical assistance to the Government of Sudan's Ministry of Health;
- 1980-1981 IQC in management planning. Provided analyses and recommendations on selected A.I.D. management problems;
- 1980-1981 Conducted a management review and analysis of the A.I.D. financed commodity procurement program, Project Officer Jerome Patterson;
- . Completed preliminary demographic and economic studies of the Lake Kivi Region, including Rwanda, Burundi and Eastern Zaire;
- 1980 Assisted in the design and preparation of project papers for health care projects in Liberia and Ghana with emphasis on strengthening the primary health care components.

A.I.D. EXPERIENCE/REFERENCE (cont.)

- 1979-1981 IQC for Health Planning and Health Delivery Systems provided health-related technical assistance to developing countries;
- 1976-1979 IQC in health, nutrition and human resources developed a training reorganization and financial plan for the Societe du Development du Lac in Chad and designed the Urban Health Delivery Systems project in Egypt.

LANGUAGE CAPABILITY

French, Arabic,

COMPANY

PARAMETRIC-DALTON GROUP  
399 Market Street  
Philadelphia, PA 19106

CONTACT

J. B. Derry 215/923-6769  
C. E. Dalton 215/925-1655

TYPE OF BUSINESS

8(a), Minority

STAFF

60 Full-time

EXPERTISE

Project Management  
Procurement  
Technical and Financial Studies

Engineering and Design  
Construction Management  
Design Food Processing  
Plants

BACKGROUND

Parametrics, Inc., established in 1971, is an organization of professionals whose disciplines span the entire range of project and construction management and engineering design. The firm has been structured to allow for combination of services to be drawn upon as required, for project planning, engineering design or construction management.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Conducted study on Vegetable Oil Plant - Sudan;
- . Conducted study on Arab Development Bank - Kartoum, Sudan;
- . Conducted study on Milk Processing Plant/Venezuela (private client).

LANGUAGE CAPABILITY

Spanish, French

COMPANY

PLANNING & HUMAN SYSTEMS, INC.  
3201 New Mexico Avenue, N.W. #200  
Washington, D.C. 20016

CONTACT

Frances Georgette  
202/686-5100

TYPE OF BUSINESS

8 (a), Woman-Owned

STAFF

35 Full-time  
20 Consultants

EXPERTISE

Agriculture  
Conference Management  
Population  
Development Administration  
Rural Development

Energy  
Environmental Programs  
Transportation System  
Health and Nutrition

BACKGROUND

P&HS, Inc. has been in business in Washington, D.C. since 1972, performing contracts for the government and private sectors. Some of the services provided by P&HS and its staff have included: short and long term technical assistance, training (especially in public administration in LDCs), project design, project implementation, evaluations, surveys, sector studies, feasibilities, impact studies, data analyses and reports, and social/programmatic experiments.

AID EXPERIENCE/REFERENCE

- 1982 Conducted studies on Private Sector Development (Indonesia);
- 1978-1980 Developed the Health Systems Development Project. The objectives were: 1) to create a unit at the national level with capabilities to plan, manage, and administer a system of integrated health services (Department of Health); 2) to create written national plans for major support systems (Department of Health); and 3) to implement plans (in pilot fashion) for two laboratory/training sites (Zaire);
- 1980 Designed, tested, revised and implemented a management information system for the purpose of assessing needs, recording activities, and enrollment;  
Assessed the results of activities and provided data on the cost of services (Ministry of Social Affairs);
- 1978 Designed and implemented a system for health manpower allocations, management, training evaluation and a health facility system (Ministry of Health-Jordan).

OTHER EXPERIENCE/REFERENCE

- . Developed a state-wide integrated system of health and mental health services (North Carolina);
- . Conducted a study on a state-of-the-art review of the literature on current problems in health delivery for (Georgetown University, Washington, D.C.);
- . Conducted various surveys for the Departments of: Health and Human Services, Transportation, Labor, and Housing and Urban Development.

LANGUAGE CAPABILITY

French, Spanish, Arabic, Portuguese

COMPANY

POLYTECH INTERNATIONAL, INC.  
1744 Payne Avenue  
Cleveland, OH 44114

CONTACT

Nabil S. Ghoubrial, P.E.  
216/696-3141

TYPE OF BUSINESS

Minority, Large Business

STAFF

150 Full-time

EXPERTISE

Consulting Engineering Services  
Construction Management

Equipment Procurement  
Construction Inspection

BACKGROUND

Polytech, Inc., established in 1969, indicates that it is one of the largest minority-owned engineering, architecture and planning consultant firms in the country, both in terms of professional staff and annual client billings. Staff includes many nationalities with extensive capability in foreign languages (mainly in Near and Middle East). Extensive staff experience in international projects, including turnkey design/construction.

AID EXPERIENCE/REFERENCE

- . Provided technical assistance in th field of renewable energy technology in Rwanda, Africa;
- . Prepared a project paper for the Djibouti Energy Project - Republic of Djibouti, Africa;
- . Participated in design of Alexandria/Egypt Sewerage Facility - Egypt (Subcontractor with CH<sub>2</sub>M Hill/Metcalf & Eddy, Inc.)

OTHER EXPERIENCE/REFERENCE

Several projects in Saudi Arabia:

- . Designed and provided procurement and start-up services of several wastewater treatment plants;
- . Provided instruments procurement and inspection;
- . Plans for automating water distribution system (in proposal stage);
- . Procured, inspected mechanical equipment for Tabuk Air Base.

LANGUAGE CAPABILITY

Arabic, French

COMPANY

POWER SYSTEMS INTERNATIONAL  
P. O. Box 220  
Davis, CA 95616

CONTACT

Shibu B. Dhar  
916/324-3153

TYPE OF BUSINESS

Small Business, Minority

STAFF

3 Full-time  
60 Consultants

EXPERTISE

Energy  
Water Resources  
Training and Seminars

Computer Software Development  
Financial Analysis

BACKGROUND

Power Systems International provides engineering consulting services to improve planning, design and performance of electric utility systems in developing countries. PSI is a subsidiary company of International Energy/Development, Inc. (IE/DI) which draws on the wide range of energy planning policy analysis and financing capabilities of its parent firm. IE/DI has carried out energy studies in over 25 countries.

AID EXPERIENCE/REFERENCE

- . Developed an "Alternative Resource Plan" which emphasized system efficiency improvements, energy conservation programs, and hydro resource development, USAID/Dominican Republic;
- . Managed seminars and workshops to identify energy conservation measures in the Industrial Sector of Guyana;
- . Provided "Energy Conservation Workbook for Electric Utility" Office of Contract Management, Stephen A. Dean.

OTHER EXPERIENCE/REFERENCE

- 1981-1986 Conducting a study for short range System Reliability Improvement Program of the Public Electricity and Water Corporation - Blue Nile Grid area;
- . Conducted study on long-range electricity future for Sudan;
- . Managed training programs for the National Energy Administration Staff - Kartoum, Sudan.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

THE PRAGMA CORPORATION  
815 W. Broad Street  
Falls Church, VA 22046

CONTACT

Jacques Defay, President  
703/237-9303

TYPE OF BUSINESS

8(a), Minority

STAFF

16 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Agriculture  
Health and Sanitation  
Conference Management

Education and Training  
Rural Development  
Housing

BACKGROUND

The Pragma Corporation was formed in 1977 to provide project design, evaluation and implementation services to government agencies, international and private organizations.

AID EXPERIENCE/REFERENCE

1984-1986 Agriculture, Edward Thomas, Contract Officer;  
1984-1986 Health/Tropical Diseases, Larry Cowper, Project Officer;  
1981-1985 Haiti Resources Training Center, John Lewis, Project Officer;  
1981-1984 Nepal Appropriate Technology Project, Catherine Boyd;

IOC Experience:

1981-1984 Agriculture, Edward Thomas, Contract Officer;  
1981-1983 Education, Edward Thomas, Contract Officer.

OTHER EXPERIENCE/REFERENCE

- . World Bank - St. Kitts and Nevis; Dominica;
- . OAS - Various Haiti, Project analysis course/Latin America;
- . Water Resources Council - Training program/Washington;
- . Institute for Rural Water - Water economics chapter;
- . Camp, Dresser, McKee - Central African Republic, Dennis Warner.

LANGUAGE CAPABILITY

French, Spanish, Arabic, Portuguese

COMPANY

RONCO CONSULTING CORPORATION  
1629 K Street, N.W.  
Washington, D. C. 20006

CONTACT

Stephen Edelmann  
202/785-2791

TYPE OF BUSINESS

8(a), Minority

STAFF

17 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Agriculture/Rural Development  
Enterprise Development  
Project Design  
Project Implementation/Management

Environmental/Natural  
Resource Management  
Commodity Procurement  
Analysis and Evaluation

BACKGROUND

Ronco Consulting Corporation provides planning, research, evaluation and technical assistance services to governments and international donor agencies. Founded in 1974 by its President, Ronald A. Boyd, the firm maintains offices in Washington, D. C. and Kensington, CA., and is active both in domestic and international programs.

A.I.D. EXPERIENCE/REFERENCE

- Presently the firm has IQCs in agriculture, project design and evaluation and has implemented 43 work orders under both IQCs including work in Morocco, Tunisia, Egypt and Yemen;
- Currently implementing two long-term projects in Jamaica (Agricultural Marketing Project) and Peru (Central Selva Resource Management Project); both through mid-1987;
- Completed implementation contracts in Jamaica and Niger. Project Officers in NE/TECH include: John Rogers, Archie Hogan, Lee Voth, Gary Bittner, Dwayne Hammer, Jane Nandy and John Grayzel.

1983 Morocco: Assisted in completing a Rainfed Agriculture Strategy Paper which supported analysis for accelerating cereals production in Morocco rainfed areas;

- Provided Project Paper and technical assistance to the Hassan Agronomic Institute Project;

- 1982 Tunisia: Evaluated the Central Tunisia Rural Development project components in Dryland and Irrigation;
- 1982 Yemen: Evaluated the Land Classification and Soil Survey Project;
- 1982 Assisted in the Project Paper design of the Horticultural Improvement and Training Project;
- 1981 Evaluated the Tropical and Sub-Tropical Fruit Improvement Project.

OTHER EXPERIENCE/REFERENCE

- . Conducted a final evaluation of the ongoing and completed components of the Agricultural Systems Support Project in Kenya;
- . Conducted an evaluation that assessed the progress of over 50 separate small scale agricultural activities, and identified areas and topics of long range interest to small scale agriculture in Egypt.

LANGUAGE CAPABILITY

Portuguese, French, Spanish

COMPANY

RUHL INFORMATION MANAGEMENT, INC.  
905 Enderby Drive  
Alexandria, VA 22302

CONTACT

Mary J. Ruhl  
703/836-5317

TYPE OF BUSINESS

Small Business, Woman-Owned

STAFF

1 Full-time  
6 Consultants

EXPERTISE

Agriculture  
Educational Technology  
Information Sciences  
Social Sciences

Biomedical/Health Sciences  
Energy/Environmental  
Sciences  
Library Science

BACKGROUND

Ruhl Information Management, Inc., established in 1980, specializes in the preparation and handling of scientific, technical, business and administrative information and in the planning and implementation of those activities. The firm offers a full range of library and technical information to its clients which include U.S. Federal, foreign and United Nations government agencies and private sector organizations. This company is a successor to Ruhl Associates established in 1976.

AID EXPERIENCE/REFERENCE

1979-1982 Developed a national energy information center - Thailand;  
Developed an inventory of Science and Technology Activities for office of Science and Technology;  
Project Officer Dr. Norman Nicholson

OTHER EXPERIENCE/REFERENCE

- Prepared a user's guide for the Agriculture Information System for the Food and Agriculture Organization of the United Nations;
- Designed, developed and implemented a legislative filing system for Interstate Natural Gas Association of America;
- Conducted a study on ongoing and future dietary and nutritional surveys and center epidemiology for National Career Institute, USDHHS.

LANGUAGE CAPABILITY

Spanish, French, Arabic.

COMPANY

SHELADIA ASSOCIATES, INC.  
5711 Sarvis Avenue  
Riverdale, MD 20840

CONTACT

P. Joseph Amati  
301/779-4313

TYPE OF BUSINESS

8(a), Minority

STAFF

82 Full-time  
(Incl. contract staff)  
4 Consultants

EXPERTISE

Architecture and Planning  
Agriculture  
Civil/Structural/Environmental  
Engineering  
Environmental Planning  
Water Supply and Water Resource  
Development

Rural Development  
Renewable Energy  
Irrigation  
Project Planning/Design  
and Evaluation

BACKGROUND

Sheladia Associates, established in 1972, is a multi-disciplined firm that offers public and private sector clients a full range of engineering, architectural and planning services. Most of the principals of the firm have roots in developing nations and extensive overseas as well as domestic experience. The firm has completed numerous projects for international agencies such as A.I.D., UNHCR and CARE in Africa, Asia, Middle East, Latin America, South America and the United States.

AID EXPERIENCE/REFERENCE

- 1980 Assisted the Government of Yemen Arab Republic in establishing at the national level a Department of Hydrology;
- . Provided technical and advisory service to build a rural water supply system and infrastructure development to include sanitation and public health management for Lesotho;
  - . Provided technical assistance to the Senegal River Development Organization to investigate and identify potential problems of groundwater management as they may affect future river basin development for Senegal.
  - . Provided technical and advisory assistance to the Government of Mali for research, design and development field testing and introduction of renewable energy technologies;
  - . Developed an irrigation project throughout the country of Haiti.

OTHER EXPERIENCE/REFERENCE

- . Prepared dredging plan, dredge spoil disposal for C&O Canal for Potomac Electric Power Company;
- . Provided regional hydrology analyses for assessment of water availability for the storage of Petroleum in salt mines in Gulf Coast area for the Department of Energy;
- . Conducted research on the hydrology hydraulics and structural design of low water crossings and the development of a risk-based decision/design method for Federal Highway Administration.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

SIGMA ONE CORPORATION  
P. O. Box 12425  
1101 Oberlin Road  
Raleigh, NC 27605

CONTACT

Marielouise W. Harrell  
919/828-5501

TYPE OF BUSINESS

8(a), Minority

STAFF

7 Full-time

EXPERTISE

Agriculture  
Housing  
Transportation  
Computer Science

Health and Nutrition  
Energy  
Water Supply

BACKGROUND

Sigma One Corporation is a research and service concern which assists government and international organizations as well as private enterprises in economic and management analysis by applying modern information processing technologies and methods. The firm assists public and private concerns with the analysis of a broad range of problems relating to areas stated under expertise above.

AID EXPERIENCE/REFERENCE

- . Conducted study on resource allocation in rural households; Dr. Judy McQuire - Panama;
- . Conducted study on Consumption Effects of Agriculture Policies-USAID Office of Nutrition - Tanzania, Sudan, Peru, Panama;
- . Conducted study on Nutrition Sector Planning and Future Strategy Analysis: Norma Parker - Lima, Peru;
- . Designed the Health Insurance System, Private Medical Sector: Maureen Lewis - Phillipines and Panama.

OTHER EXPERIENCE/REFERENCE

- . Assessed the Food and Nutrition Service Estimation of Eligibility for the WIC Program- USDA;
- . Provided Agricultural Sector Analysis - Dominican Republic - World Bank;
- . Provided training materials for Food Consumption Analysis - USDA.

LANGUAGE CAPABILITY

Spanish, Portuguese

COMPANY

SOCIAL CONSULTANTS INTERNATIONAL  
1512 Forsta Court  
Reston, VA 22090

CONTACT

Isaac Barnes  
703/471-4438

TYPE OF BUSINESS

8(a), Minority

STAFF

3 Full-time  
8 Consultants

EXPERTISE

Education  
Development Administration  
Agriculture

Health  
Research and Evaluation  
Rural Development

BACKGROUND

Social Consultants International was established in 1980 to meet a critical need for a broad range of domestic and international consulting services to clients in both the Public and Private sectors. Principals of the firm have extensive overseas experience in program development, implementation and research.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

1982 Conducted a trade and development conference for the Government of Tunisia;  
1981 Conducted a needs assessment and survey/critique of programs for women in Bangladesh;  
. Currently preparing a research paper for the Department of Agriculture.

NOTE: This firm has a working relationship with Public Administration Service, Inc., McLean, Virginia.

LANGUAGE CAPABILITY

Portuguese, French, Spanish

COMPANY

SRA TECHNOLOGIES, INC.  
901 South Highland Street  
Arlington, VA 22204

CONTACT

Darlene Andrews  
703/486-0600

TYPE OF BUSINESS

8(a), Minority

STAFF

130 Full-time  
(Incl. contract staff)  
30 Consultants

EXPERTISE

Systems Engineering  
Computer Systems Analysis/Design  
Management Consulting  
Data Communications

Data Processing  
Behavioral Sciences  
Energy Conservation

BACKGROUND

SRA Technologies, Inc. is a technical and managerial research and consulting firm. Incorporated in 1975, the firm has grown to more than 130 employees, including contract staff. SRA serves a broad range of public and private clients in the U.S. and overseas.

A.I.D. EXPERIENCE/REFERENCE

1982 Conducted a study for Bureau of Latin America and Caribbean, Washington, D. C. - Order #LAC-0000-0-00-2024-00  
Wesley L. Hawley & Kenneth Martin

OTHER EXPERIENCE/REFERENCE

- . Provided technical assistance to the Philippines Institute for Development Studies on social and economic impacts of development projects;
- . Assisted in the design of short and long-term development strategies for 8 South African countries;
- . Developed and managed the National Training Center for the U.S. Department of Labor;
- . Developed system for process and impact evaluation of ETA's management assistance and training program;
- . Analyzed employment prospects and demand for skill training in public and private sector in self-employment in Dominica.

LANGUAGE CAPABILITY

Not indicated.

COMPANY

SYNERGIC RESOURCES CORPORATION  
555 City Line Avenue, Suite 1050  
Bala Cynwyd, PA 19004

CONTACT

Sharon Limaye  
215/667-2160

TYPE OF BUSINESS

8(a), Minority

STAFF

25 Full-time

EXPERTISE

Energy related research and consulting services provided for development, implementation and evaluation of energy technologies, policies and programs.

BACKGROUND

Synergic Resources Corporation, established in 1978, provides a wide variety of technical research and consulting services to public and private utilities, industrial firms, research institutions, federal, state and local governmental and international organizations. Since establishment, the firm has performed over 227 projects for its clients in the public and private sectors.

A.I.D. EXPERIENCE/REFERENCE

IQC for Energy Systems thru December 31, 1984.

OTHER EXPERIENCE/REFERENCE

- . Comprehensive Community Planning for energy conservation and management for U.S. Department of Energy;
- . Evaluation of energy conservation measures for the Environmental Protection Agency;
- . Analysis of alternative energy futures for controls for Colorado Energy Research Institute;
- . Technical Assistance in evaluating Institutional Building Energy Conservation for Franklin Research Center;
- . Impact evaluation of North Carolina Energy Division Program efforts for North Carolina Division of Energy.

LANGUAGE CAPABILITY

Spanish

COMPANY

SYNTERRA LTD.  
628 West Rittenhouse  
Philadelphia, PA 19144

CONTACT

Bill Wilson  
215/843-0700

TYPE OF BUSINESS

Small Business, Minority

STAFF

10 Full-time

EXPERTISE

Urban Planning  
Landscape Architecture  
Feasibility Studies

Architecture  
Site Selection  
Design

BACKGROUND

Synterra Ltd., established in 1972, designs and integrates natural built systems. Urban and commercial plazas, commercial complexes, residential developments are some of the diverse projects the firm has undertaken. The firm is headquartered in Philadelphia with offices in New York, Washington, D.C., and Los Angeles. The firm provides services to developers, government agencies, non-profit institutions and architectural and engineering firms.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Provided site planning, design and construction documentation for Capital Gallery, Boston Properties - Washington, D. C.;
- . Developed guidelines and construction documentation for revitalization of a downtown commercial district -Baltimore, Maryland; Inner Harbor Management, Inc. -Baltimore, Maryland;
- . Provided site design and construction documentation for an 18 acre shopping center - Arlington, VA;
- . Conducted preliminary market survey of residential development potential for a 40 acre track -LaGrange, GA.

LANGUAGE CAPABILITY

English, French

COMPANY

TAURUS ASSOCIATES, INC.  
917 6th Street, S. W.  
Washington, D.C. 20024

CONTACT

Spencer C. D. Jourdain  
202/484-8013

TYPE OF BUSINESS

Small Business, Minority

STAFF

7 Full-time

EXPERTISE

Economic Development

International Project-  
Development/Analysis

BACKGROUND

Taurus Associates, Inc. is a new consulting organization offering services in the areas of minority economic development, and international business. The firm has established a working relationship with consulting organizations specializing in areas such as information systems design, conference management and survey design.

A.I.D. EXPERIENCE/REFERENCE

- . Through a working relationship with International Business Service, Taurus Associates has contracted with PRE/OBR to provide preliminary updating of OBR's computer data on capabilities of minority owned firms.

OTHER EXPERIENCE/REFERENCE

- . Developed a detailed project and process to explore the potential for creating new interest and incentives for private institutions to make capital and technical resources available to disadvantaged businesses;
- . Completed a contract with a minority economic development organization to analyze a Department of Defense (DOD)-funded program to increase the participation of minority businesses in DOD's \$100 billion procurement program.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

TECHNOLOGY AND MANAGEMENT SYSTEMS, INC.  
279 Cambridge Street, Suite 102  
Burlington, MA 01803

CONTACT

Dr. Phani Raj  
617/272-3033

TYPE OF BUSINESS

8(a), Minority

STAFF

5 Full-time  
6 Consultants

EXPERTISE

Energy Studies  
Thermal Analysis  
Energy Planning

Power Plant Consulting  
Solar and Renewable Energy

BACKGROUND

Technology and Management Systems, Inc. is an engineering and management consulting firm established in 1981. The firm located in the high technological region of Massachusetts provides consulting and technical services to government and private firms.

A.I.D. EXPERIENCE/REFERENCE

- . Staff has worked on A.I.D. funded programs for Egypt, Brazil and Peru. Areas include energy development and economic analysis.

OTHER EXPERIENCE/REFERENCE

- . Advanced engines/Stirling
- . Heat Pump Utilization
- . Waste Heat Recovery
- . Energy Assessment

LANGUAGE CAPABILITY

French, Spanish, Arabic

COMPANY

TIPCO, INC.  
1015 14th Street, #300, NW  
Washington, D. C. 20005

CONTACT

Paul F. Williams  
202/789-2600

TYPE OF BUSINESS

8(a), Minority

STAFF

5 Full-time  
10 Consultants

EXPERTISE

Manpower Training  
Agriculture  
Computer Hardware/Software  
Configuration/Operations

Tech. Assistance/Training  
Water Resource Development  
Project Development

BACKGROUND

The Information Processing Company, Inc., (TIPCO) was organized to provide information processing technology services to government, private industry and non-profit organizations of all functional disciplines. The firm's corporate headquarters are in Washington, D.C.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Provided training, seminars for AMTRAK supervisory personnel;
- . Provided Small Business Administration with Data Base Management Services for the purpose of developing, maintaining and utilizing the SCORE and ACE volunteer data base;
- . Develops, promotes and coordinates the participation of U.S. firms in the Kaduna International Trade Fairs held in Kaduna, Nigeria;
- . Prepared a comprehensive airway facilities manpower planning handbook for the Federal Aviation Administration.

LANGUAGE CAPABILITY

French, Spanish, Portuguese

COMPANY

TRANS SYSTEMS CORPORATION  
160 Maple Avenue, East  
Vienna, VA 22180

CONTACT

John C. H. Woo  
703/281-4498

TYPE OF BUSINESS

8(a), Minority

STAFF

32 Full-time  
15 Consultants

EXPERTISE

Architecture & Engineering  
Computer Services

Research and Development

BACKGROUND

Trans Systems Corporation established in 1976 is an engineering and technical service firm specializing in computer services. Areas of special emphasis include software development, automated document retrieval systems, systems safety and engineering. These services are offered to private firms, educational institutions public agencies, federal, state, county and municipal governmental bodies.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

1981-1982 Assisted in an energy conservation study and building surveys - Corps of Engineers;  
1982 Reviewed and analyzed available safety information systems - Federal Aviation Administration;  
1982 Prepared a report on safety systems at various agencies with regard to hardware and software user needs, safety analysis and implementation recommendations - U.S. Transportation System Center.

LANGUAGE CAPABILITY

French, Spanish

COMPANY

TRITON CORPORATION  
1255 23rd Street, N.W.  
Washington, D. C. 20037

CONTACT

Richard Salvatierra  
202/296-9610

TYPE OF BUSINESS

8(a) Minority

STAFF

52 Full-time  
Firm reports an extensive  
list of consultants.

EXPERTISE

Technical Assistance/Health Programs  
Program/Project Evaluation  
Communication/Education Programs  
Operations Management and Research

Marketing Assistance  
Financial Analysis  
Computer/Data  
Base/Compilation

BACKGROUND

Triton Corporation established in 1976 is a management consulting, research and marketing firm offering its clients in the public and private sectors a wide range of services in the areas of international development, government operations and health care administration. The firm provides services to industry, government and business in the U.S. and overseas.

AID EXPERIENCE/REFERENCE

- 1983-1987 Contractor for Family Planning/Contraceptive Marketing Project-Egypt, NE/TECH Project Officer Laura Slobey;
- 1983 Managed the Contraceptive Social Marketing Program in Honduras;
- . Conducted an international conference on the Role of the Retail Pharmacists in Family Planning-Egypt;
- . Conducted a review of health care financing systems in Lebanon (Public and Private, to propose sound, cost effective systems);
- . Conducted, under prior IQC, extensive research on A.I.D.s previous efforts in potable water programs for the rural poor;
- . Conducted an environmental assessment of water re-use technology and sewage treatment facilities in Saudi Arabia;
- . Carried out prior IQCs in health, rural water supply, and sanitation, and also project design, analysis and evaluation.

OTHER EXPERIENCE/REFERENCE

- . Provided a state-of-the-art information study of health care capital expenditures for the Department of Health and Human Resources;

OTHER EXPERIENCE/REFERENCE (cont.)

- . Currently conducting an assessment of community health centers' practices regarding the selection and contracting of auditors for the required annual audit-DHHS.

LANGUAGE CAPABILITY

Spanish, French

COMPANY

UNIFIED INDUSTRIES INC.  
6551 Loisdale Court, Suite 400  
Springfield, VA 22150

CONTACT

James B. Lee  
Executive Vice President  
703/922-9800

TYPE OF BUSINESS

Large Business, Minority

STAFF

394 Full-time  
5 Consultants

EXPERTISE

Engineering  
Transportation Studies/Analyses  
Energy Management Services  
Information Systems

Technical Documentation  
and Training  
Research and Development

BACKGROUND

Unified Industries, Inc., founded in 1970 is a technically diversified company providing services and products nationally and internationally. The firm has had numerous contracts with State and Federal agencies, private organizations and developers. The firm is headquartered in Springfield, VA with field offices in Philadelphia, PA; Mechanicsburg, PA; Norfolk, VA; San Diego, CA; Honolulu, Hawaii; Irvine, CA; Orlando, FL; Jacksonville Beach, FL; and North Charleston, SC.

AID EXPERIENCE/REFERENCE

1983 Consultant services on water and sewerage sector-Egypt,  
Kathryn Cunningham-Office of Contract Management

OTHER EXPERIENCE/REFERENCE

- . Developed Army Energy Plan - Army;
- . Prepared Energy Extension Service Handbook - Department of Energy;
- . Analyzed gasoline allocation petitions - Department of Energy;
- . Conducted study of Ocean Thermal Energy Conversion - Department of Commerce;
- . Contractor for monitoring environmental aspects of proposed Alaska Gas Pipeline.

NOTE: UUI has working relationships with several 8(a) firms. UUI, now one of the largest minority-owned firms in the country, was formerly in the 8(a) program.

LANGUAGE CAPABILITY

Spanish, French, Arabic

COMPANY

GRACE V. VAUGHN & ASSOCIATES, INC.  
5510 Columbia Pike, Suite 306  
Arlington, VA 22204

CONTACT

Grace V. Vaughn  
703/671-4770

TYPE OF BUSINESS

Small Business, Woman-Owned

STAFF

15 Full-time

EXPERTISE

Organizational Fiscal Management  
and Planning Needs  
Plan/Conduct Conferences/Seminars

Program Analysis  
Training  
Program Management and  
Cost Sciences

BACKGROUND

Grace V. Vaughn & Associates, Inc. is a management consulting company.

A.I.D. EXPERIENCE/REFERENCE

- . Provided technical support to Commodity Import Project - 18 months - Neil McMillan SER/COM;
- . Provided consultation to A.I.D. programs in developing nations such as Ghana and Gambia (established Administration Procedures for U.S. Food Distributions Programs as specified in PL-480).

OTHER EXPERIENCE/REFERENCE

- . Conducted conferences and seminars on a wide variety of topic areas such as: White House Conference on Low Income Women, Hunger and it's Consequences in East and West Africa and National Policy Conferences on Education for Blacks. These conferences encompassed a broad spectrum of social, medical and educational issues.

LANGUAGE CAPABILITY

French, Spanish, Arabic

COMPANY

VIKING ENERGY CORPORATION  
121 N. Highland Avenue  
Pittsburgh, PA 15206

CONTACT

Dr. Jack Saluja  
412/363-7777

TYPE OF BUSINESS

Small Business

STAFF

7 Full-time  
2 Consultants

EXPERTISE

Coal/Renewable Energy Systems  
Biomass  
Environmental Sciences

Robotics  
Solar Photovoltaics  
Agricultural Sciences

BACKGROUND

Viking Energy Corporation consists of engineers, scientists and consultants who are natives of developing countries and have worked in the above technical areas. The firm has public and private clients in the U.S. and overseas.

AID EXPERIENCE/REFERENCE

1983-1986 Coordinating and managing the Alternate Energy Resources Development Program in India (Coal and Biomass Conversion Projects) Robert Schond, - Asia Bureau;  
1980 Provided preliminary documentation of Medical Catalog for Photovoltaic Powered Rural Health Clinics, Sam Baskin, S&T Bureau.

OTHER EXPERIENCE/REFERENCE

- . Designed and fabricated a robot system for the handling of hazardous wastes for the Department of Energy to demonstrate its ability at the West Valley Facility, New York;
- . Assessed considerations of industrial and agricultural by-products as potential energy feedstocks to displace petroleum fuels usage in the United States - Department of Energy;
- . Assessed solar energy potentials of renewable energy technologies for Venezuela, Jamaica and Colombia - Department of Energy.

LANGUAGE CAPABILITY

French

COMPANY

W.A.L., INC.  
7005 Mill Road  
Brooksville, OH 44141

CONTACT

Margaret S. Ghoubrial  
216/526-5444

TYPE OF BUSINESS

Small Business, Woman-owned

STAFF

8 Full-time  
12 Consultants

EXPERTISE

Engineering  
Design

Planning

BACKGROUND

W.A.L., established in 1971, is a consulting engineering firm. Professional women in the field of engineering and management own 65 percent of the stocks and are involved in overall management and day-to-day operation of the corporation. Since establishment, the firm has provided services to a number of clients both nationally and internationally.

AID EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

1972-Present Providing inspection services for over 50 sanitary and industrial treatment facilities, Valley View, OH;  
1973-1978 Evaluated, operated, and maintained the City wastewater treatment facilities, Independence, OH;  
1971-1978 Evaluated and inspected wastewater treatment plants for the City of Brooklyn Heights, OH.

NOTE: This firm has a working relationship with Polytech Inc., a large minority-owned firm in Cleveland, Ohio.

LANGUAGE CAPABILITY

Arabic, French

COMPANY

LEE WAN AND ASSOCIATES, INC.  
4321 Memorial Drive, Suite P  
Decatur, GA 30032

CONTACT

Lee Wan, President  
404/294-4321

TYPE OF BUSINESS

8(a), Minority

STAFF

74 Full-time  
4 Consultants

EXPERTISE

Site Analysis and Development  
Architectural Design  
Construction Management  
Rural Electrification Design  
Drainage and Water Supply  
Agri-business Consultation

Master Planning/Urban Areas  
Engineering  
Surveying  
Irrigation

BACKGROUND

Lee Wan and Associates is a consulting architectural/engineering firm composed of registered architects and engineers. The firm offers total scope services in all of the above categories. Lee Wan and Associates has had extensive experience working with government agencies, including the Department of Defense and Civil agencies.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Substantial experience in Caribbean territories in the area of engineering design on behalf of the U.S. Park Service and the U.S. Navy.
- . Performed architectural-engineering services for 8 projects which included site investigations, surveys, design, plans, and specifications - U.S. Department of Interior, Atlanta, Georgia.

LANGUAGE CAPABILITY

French and Spanish

COMPANY

WATSON, RICE & COMPANY  
1110 Vermont Avenue, N.W., #1170  
Washington, D. C. 20005

CONTACT

Wilbert H. Luck  
202/628-0833

TYPE OF BUSINESS

8(a), Minority

STAFF

90 Full-time  
(Incl. contract staff)

EXPERTISE

Financial Reports/CPA  
Management Advisory Services  
Training

Audit Statements  
Systems Design

BACKGROUND

Watson, Rice and Company is a CPA firm providing accounting and management advisory services. Organized in 1971, the firm has offices in Cleveland, Ohio; New York; Washington, D.C., and Columbia, Maryland.

A.I.D. EXPERIENCE/REFERENCE

- . Reviewed accounting procedures manual;
- . Conducted preliminary feasibility study of office automation for Office of Financial Management;
- . Evaluation of Sahael Financial Management Project.

IQC Experience:

- New IQC to 2/28/87;
- Currently working with USAID/Cairo on accounting system for CIP generated local currency;
- . Malawi - Management information system for the GOM Fisheries production, Sheldon Cole.

OTHER EXPERIENCE/REFERENCE

- . Performed consulting services to U.S. Department of Energy, Commerce, Agriculture and Labor;
- . Performed regional audits for Department of Transportation;
- . Performed audits of both the financial and compliance elements of the Departments of Energy, Labor, Agriculture, Commerce and Health and Human Service;
- . Designed and implemented accounting systems for Department of Commerce, Economic Development Administration, District of Columbia Convention Center and Small Business Administration;
- . Provided financial management assistance and training to the Department of Labor project sponsors throughout the U.S.

LANGUAGE CAPABILITY

Spanish, Arabic, French

COMPANY

WILSON-HILL ASSOCIATES, INC.  
1025 Vermont Avenue, N.W., #900  
Washington, D. C. 20005

CONTACT

Patricia W. Hill  
202/842-7700

TYPE OF BUSINESS

8(a), Minority, Woman-Owned

STAFF

120 Full-time  
(Incl. contract staff)  
15 Consultants

EXPERTISE

Computer Systems Engineering  
Information Engineering  
Data Management Services  
Software Maintenance  
Training

Software Engineering/  
Development  
System Evaluation  
Transportation Planning

BACKGROUND

Wilson Hill Associates, established in 1978 has grown to a staff of 100 professional, technical and support personnel dedicated to the design, development and implementation of computer-dependent products. The firm's team of engineers, computer scientists, operations research analysts, engineering psychologists, policy analysts and various specialists have engaged in efforts ranging from the design of a distributed decision-support system for the U.S Coast Guard to the development of a computer graphics-aided scheduling and dispatching system for demand-response paratransit vehicles. The firm is headquartered in Washington, D. C. with branch offices in Massachusetts and Arlington, Virginia.

A.I.D. EXPERIENCE/REFERENCE

None reported.

OTHER EXPERIENCE/REFERENCE

- . Provided technical support in the areas of program specification, program development, testing, implementation, system analysis, system design, documentation and operation of ADP systems for Federal Energy Regulatory Commission;
- . Provided technical support to the U.S. Coast Guard for an expanded capability at major field commands for the U.S. Department of Transportation, U.S. Coast Guard;
- . Currently performing an analysis of the telecommunications needs for the Aeronautical Center, U.S. Department of Transportation & Federal Aviation Administration;
- . Conducted study on the development of an improvement plan for the planning, scheduling and transportation systems for Southern California Rapid Transit District;
- . Assisted the Department of State in the development of two WANG VS 100 based systems.

LANGUAGE CAPABILITY

French

COMPANY

SANDRA WISHNER AND ASSOCIATES, INC.  
1103 Dryden Street  
Silver Spring, MD 20901

CONTACT

Sandra Wishner  
301/593-3880

TYPE OF BUSINESS

Small Business, Woman-owned

STAFF

2 Full-time  
4 Consultants

EXPERTISE

Human Resources Development and  
Non-Formal Education  
Human Resources Planning  
Planning and Communication  
Effective Leadership

Training and Consultation  
Community Development  
Program Evaluation

BACKGROUND

Sandra Wishner and Associates, Inc. was formed in 1975 to meet the Human Resource Development (HRD) needs of public and private sector organizations in the U.S. and overseas. The company was founded by Sandra Wishner, a consultant in management, organization and community development who brought together a core group of professionals as Associates.

A.I.D. EXPERIENCE/REFERENCE

- 1979 Conducted 2 one-week training sessions for International Development Interns of A.I.D. (Cecilia Pitas);
- 1978 Performed consulting services in the area of non-formal education (6 weeks ) with the rural farmer institutes of Action Cultural Popular in Colombia, S.A. (through Ken Martin's office, now in Honduras for A.I.D.);
- 1978 Performed consulting services in organization development and project planning, and conducted training for the Federacion de Organizaciones Voluntarias, Costa Rica through the A.I.D Mission (Ollinger).

OTHER EXPERIENCE/REFERENCE

- 1982 Provided consultancy in organization development, program planning and non-formal education for grass roots organization in Guayaquil, Ecuador;

OTHER EXPERIENCE/REFERENCE (cont.)

- 1980 Provided training program for top management of the Latin American Confederation of Savings and Loan Cooperatives in Panama in 1981;  
Managed training program for top management of the National Productivity Center of Mexico;
- 1980 Delivered training to top management of SAVE THE CHILDREN in Latin America and Africa, Jack Lockett;
- 1972-1975 Directed the Overseas Education Fund Institute and Multinational Seminars funded by A.I.D. for volunteers and professionals working in Latin America in development programs.

LANGUAGE CAPABILITY

Spanish

COMPANY

THE WRITING CONSULTANTS  
1302 18th Street, N.W., Suite 302  
Washington, D.C. 20036

CONTACT

Minerva Neiditz  
202/223-6274

TYPE OF BUSINESS

Small Business, Woman-Owned

STAFF

1 Full-Time  
4 Part-Time

EXPERTISE

Writing workshops that teach style and structure, logic and readability. Analysis of communications; writing of reports, manuals, speeches, proposals, articles, brochures, etc., voice training and audio-visual productions.

BACKGROUND

The Writing Consultants was founded in 1976 by Dr. Minerva Neiditz of Hartford, Connecticut. Since that time, Dr. Neiditz has taught 12,000 people to write clearly and logically. Her clients have included all types of professionals in business, industry and government. In 1981, she came to Washington, D.C. to teach at the Federal Reserve. Since that time she and her colleagues have taught in numerous federal agencies and in the private sector. The Writing Consultants have extensive background not only in writing and teaching writing but also in logic, linguistics, communications theory, journalism, economics, etc.

AID EXPERIENCE/REFERENCE

- . Dr. Neiditz began teaching at AID in the S&T Department. She moved up to the Executive Secretariat in 1982/3 to teach all the executives how to manage writing effectively. She taught 126 executives to develop consensus. In 1984/5 she is teaching in all the AID bureaus, as well as in personnel. AID references include:
  - . Jay Morris, DA/AID
  - . William Oliver, A/AID
  - . Frank Kimball, C/AID
  - . Ruth Zagorin/Norman Nicholson, S&T
  - . Barbara Turner/Ken Sherper, NE/TECH

OTHER EXPERIENCE/REFERENCE

- The following is a partial list of clients which has utilized the services of The Writing Consultants:
- . Federal Reserve Board
  - . Federal Home Loan Bank Board
  - . National Institute of Health
  - . U.S. Postal Service
  - . Aetna and Riggs Bank

LANGUAGE CAPABILITY

French

COMPANY

WU P'I, INC.  
10 Banks Street  
Cambridge, MA 02138

CONTACT

Jacquie Kay  
617/492-0048

TYPE OF BUSINESS

8(a) Minority, Woman-Owned

STAFF

6 Full-time  
Firm reports an extensive  
list of consultants

EXPERTISE

Education and Training  
Market and Feasibility Studies  
Rural Development  
Urban Development

Planning and evaluation  
Health  
Development Administration

BACKGROUND

WU P'I, Inc., established in 1973, is a management consulting firm which provides expertise in the areas of education, health, rural development, development administration and urban development. The firm has offices in both Seattle, Washington and Boston, Massachusetts. WU P'I also has an International Trade Service Group which provides export-import management services to companies in the U.S. and developing world.

A.I.D. EXPERIENCE/REFERENCE

- . IQC assessed and evaluated teachers education/curriculum development; educational planning and administration, educational resources in Swaziland;
- . Analysis and recommendations of human resource development problem in sub-Sahara Africa;
- . Second Annual Evaluation-Primary teacher training sub-project, Sana; Agricultural Sector Study, Kinshasa, Zaire;
- . Analysis of manpower training project in Jamaica;
- . Review of community colleges for the Council of High Education, Amman, Jordan;
- . Firm currently has IQC in education.

OTHER EXPERIENCE/REFERENCE

- . Assisted Asher Enterprises of Nepal in developing the country's first major food industry;
- . Currently negotiating a contract with the Chinese Economic Development Council in Boston, MA to provide international trade services for the China Center;
- . Developed a proposal for the financial and physical feasibility of a World Trade Center in Seattle, WA;
- . Investigating the potential for exporting Spire Corporation in Bedford, MA;
- . Provided technology and services to developing nations that are pursuing alternative energy resources.

LANGUAGE CAPABILITY

Spanish, French, Arabic

COMPANY

J. P. & ASSOCIATES, INC.  
700 North Fairfax Street, Suite 610  
Alexandria, Va. 22314

CONTACT

Janice Palmer  
703/548-9620

TYPE OF BUSINESS

8 (a), Minority, Woman-Owned

STAFF

5 Full-time  
10 Consultants

EXPERTISE

Technical and Analytical Support  
Program Development and Analysis  
Conference Planning and Support

Training/Human Resource  
Dev.  
International Support

BACKGROUND

J.P. & Associates, Inc. was incorporated in December 1979 under the laws of the District of Columbia. It is a minority woman-owned and operated firm, providing technical and management services to the Federal and local governments and private industry. JPA was 8(a) certified by the U.S. Small Business Administration and received a five year fixed participation term in the 8(a) program in 1982.

A.I.D. EXPERIENCE/REFERENCE

Provided consulting services for 1984 Near East Bureau Mission Directors' Conference

OTHER EXPERIENCE/REFERENCES

- . Department of Transportation
- . Federal Aviation Administration
- . Department of Defense: Office of Naval Research, Naval Ocean Research and Development Activity, Naval Sea Systems Command
- . The District of Columbia Government: Vocational Rehabilitation Services Training Office, Department of Housing and Community Development
- . Technology Applications, Inc.
- . Automated Sciences Group, Inc.
- . Psychological Consultants International

LANGUAGE CAPABILITY

French, Spanish, Swahili, Swedish

COMPANY

TECHNOLOGY APPLICATIONS, INC. (TAI)  
Three Skyline Place, Suite 1000  
5201 Leesburg Pike  
Falls Church, VA 22041

CONTACT

Dale H. Dumas  
703/931-2000

TYPE OF BUSINESS

8 (a), Minority, Small Business

STAFF

380 Full time (including  
contract staff)  
36 Consultants

EXPERTISE

Automated Information Service  
System Acquisition  
Foreign Military Sales

Human Resource Mgmt.  
Services  
Engineering Services  
Industrial Services

BACKGROUND

TAI began as a small versatile group which dealt mainly in naval architecture and marine engineering. Building its reputation in this area, TAI expanded its operations in the additional areas cited above. TAI was certified an 8(a) firm in 1977. TAI's president is James I. Chatman who started the company upon completion of his military career.

AID EXPERIENCE/REFERENCE

Egypt-U.S. Investors Conference  
Near East Bureau's Mission Directors' Conference  
Conference Facilitation in Morocco

OTHER EXPERIENCE/REFERENCE

TAI has carried out a wide range of contracts for technical services, engineering and technical support, training and technical studies for the Department of the Army, U.S. Navy Sea Systems Command, U.S. Navy Air Systems Command, Federal Aviation Administration, U.S. Coast Guard, Bureau of Mines, NASA, EPA and other U.S. Government organizations as well as other clients. A list of current and completed projects will be provided on request.

COMPANY

DAC International, Inc.  
 1400 Eye Street, N.W., Suite 710  
 Washington, D. C. 20005

CONTACT

Stanley L. Straughter  
 Senior V. Pres.  
 202/898-1070

TYPE OF BUSINESS

8 (a), Minority

STAFF

18 Full time  
 20 Consultants

EXPERTISE

Financial Management Design &  
 Installation of Accounting &  
 Information Systems  
 Management & Organization  
 Development  
 Financial Planning  
 Marketing & Feasibility Studies

Design & Conduct Training  
 Seminars for Accounting  
 & Financial Management  
 Personnel  
 Farm Management &  
 Marketing  
 Cooperative Organization-  
 farm Credit

BACKGROUND

DAC International is a business services company which assists public and private entities in the design, financing and implementation of business ventures and provides training and other essential business related management and technical assistance services.

AID EXPERIENCE/REFERENCE

AID-financed Commodity Procurement Programs  
 PDC#-0000-c-00-4166-00 -- Togo, Ivory Coast  
 USAID Mission Directors' Conference  
 Gray Amendment #PDC-0000-0-00-5007-00 in Dominican Republic  
 and India. As contract consultant, participated in USAID  
 Mission Directors' Conferences of LAC and ASIA Bureaus.  
 Presented information on the Gray Amendment to AID's  
 legislation and discussed implementation measures.

OTHER EXPERIENCE/REFERENCES

International Consultant to U.S. Chamber of Commerce-Center  
 for International Private Enterprise -- Togo, West Africa.  
 Member of Congressman William Gray's Trade Mission to Egypt,  
 Ivory Coast, Cameroon and Senegal  
 DAC International provides a variety of management and technical  
 assistance services to minority and women-owned firms. The firm  
 also focuses on entrepreneurial development related to private  
 sector initiatives in less-developed countries. Corporate  
 personnel have knowledge and skill transfer experience which  
 has proven successful with business and government.

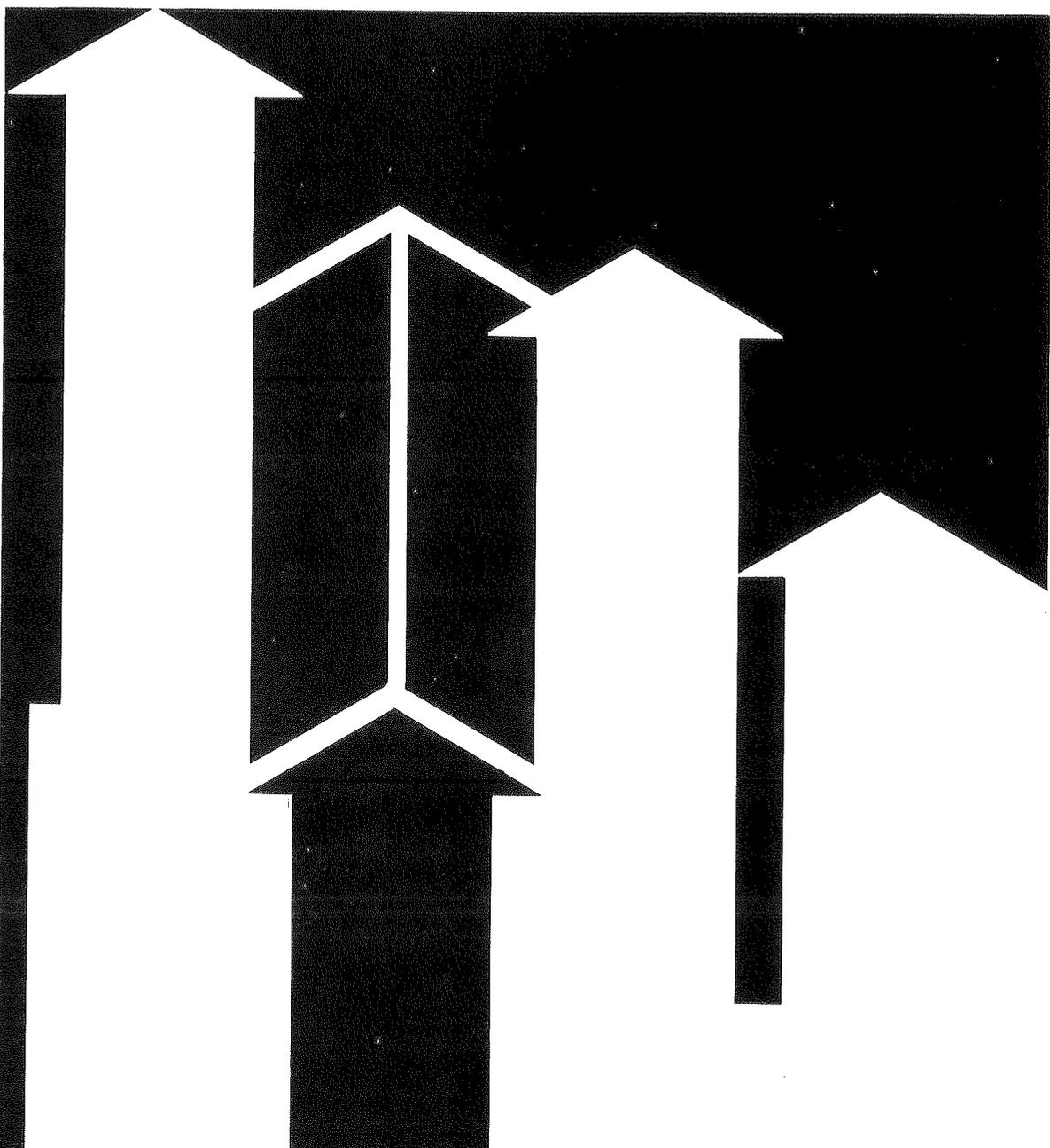
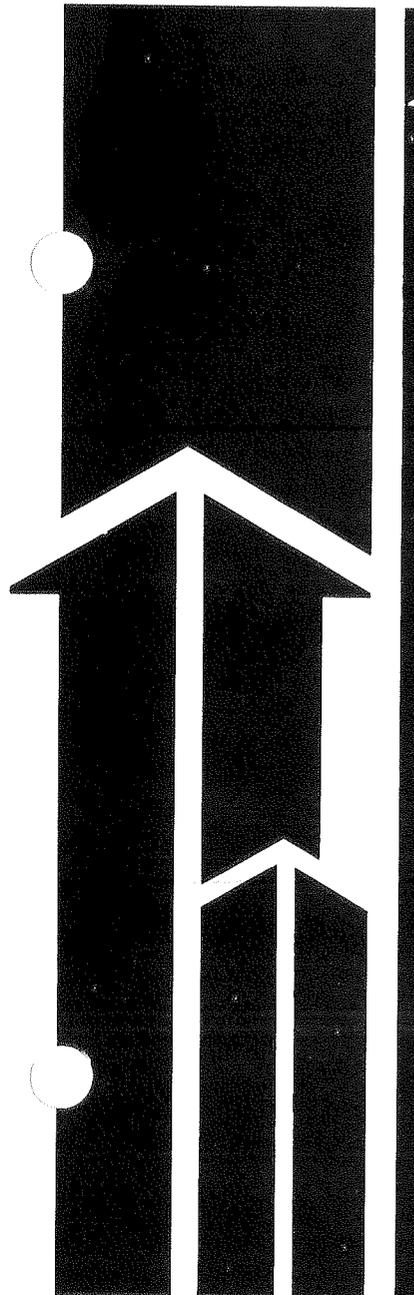
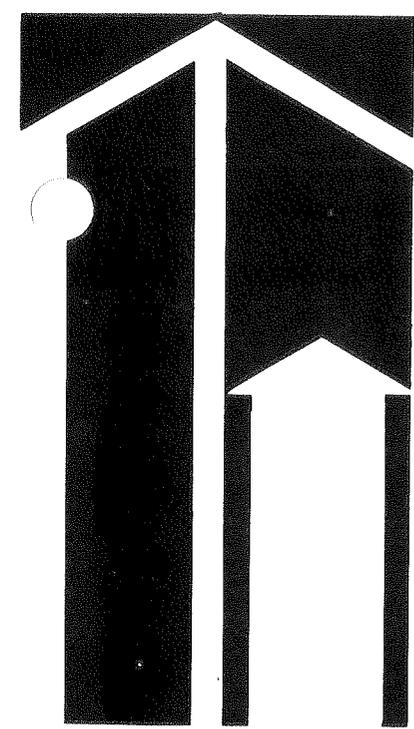
LANGUAGE CAPABILITY

French, Spanish, Arabic, German, Shona

# APPENDIX A

## Descriptions of Categories

- AID Contracting through the Small Business Administration 8(A) Program
- Historically Black Colleges and Universities
  - Private and Voluntary Organizations, Minority Controlled



AID CONTRACTING THROUGH THE SMALL BUSINESS  
ADMINISTRATION 8(a) PROGRAM

I. INTRODUCTION

The 8(a) Program is a business development program administered by the Small Business Administration (SBA) to assist small businesses owned by socially and economically disadvantaged individuals.

The designation "8(a)" refers to Section 8(a) of the Small Business Act, which permits the SBA to contract with any Federal Agency on a noncompetitive basis, to provide goods and services. The SBA is also required by the Act to subcontract with 8(a) approved minority and other socially and economically disadvantaged businesses for the actual performance of the contract. The subcontracting arrangement permits control and overview by the SBA to ensure that 8(a) firms progress toward accomplishment of individual business development plans formulated with the SBA.

The term "socially and economically disadvantaged," defined in Section II.C in and of itself, bears no relationship to technical capabilities of individuals or firms so designated.

While most participants in the 8(a) Program are minority firms, the Program does not exclude non-minorities, and some of the 8(a) firms which do business with AID are not minority-owned.

II. DEFINITIONS

A. Minority Business Enterprise

The Federal Acquisition Regulations define Minority Business Enterprises as follows:

A business at least 50% of which is owned by minority group members or, in case of publicly owned businesses, at least 51% of the stock of which is owned by minority group members.

Existing definitions of minorities specifically mention Black Americans, Hispanic Americans, Native American, American Orientals, and Asian Americans.

B. Small Business Enterprise

The definition varies depending upon the nature of the business.

Since AID deals mostly with small businesses providing professional services, a generally applicable definition is:

A firm which is independently owned and operated, is not dominant in the field of operation in which it is bidding on Government contracts and whose average annual receipts for its preceding three fiscal years do not exceed \$2 million.

As a rule, the question of a firm's size will not arise in relation to AID's involvement with the 8(a) Program, since the SBA determines the small business status of the firm before admitting it into the 8(a) Program.

C. Socially and Economically Disadvantaged

There are separate definitions for concerns and individuals. The following is from the Small Business Act as amended by P.L. 95-507.

1. Socially and economically disadvantaged Small Business Concern: Any small business concern (a) which is at least 51 per centum owned by one or more socially and economically disadvantaged individuals; or, in the case of any publicly owned business, at least 51 per centum of the stock which is owned by one or more socially and economically disadvantaged individuals; and (b) whose management and daily business operations are controlled by one or more such individuals.
2. Socially disadvantaged individuals are those who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.
3. Economically disadvantaged individuals are those socially disadvantaged individuals whose ability to compete in the free enterprise system has been impaired due to diminished capital and credit opportunities as compared to others in the same business area who are not socially disadvantaged.

It is re-emphasized that inference about the technical capabilities of 8(a) firms should not be drawn from the designation "socially and economically disadvantaged".

III. PROCEDURE FOR USING THE NONCOMPETITIVE PROVISION OF SECTION 8(a) TO AWARD (SUB) CONTRACTS TO MINORITY-OWNED BUSINESS\*

- A. Keep in mind, at the project design stage, that most minority firms are small firms, and assure that projects are not designed to exclude them. Projects which can be performed by small businesses should be identified by the Technical Office.
- B. Identify a minority 8(a) participant competent to perform the required services. This identification can be effected in several ways:
1. A firm can be proposed by the Mission or AID/W Technical Office, based on prior knowledge of the firm's capabilities.
  2. The A.I.D. Consultant Registry Information System (ACRIS) maintained by PRE/SDB (OBR) can be searched.
  3. PRE/SDB (OBR) files of minority firms and their capability statements can be consulted.
  4. Agency files can be searched through PRE/SDB (OBR).
- Technical officers are encouraged to make direct use of Agency files. When this is impossible or is otherwise impractical, assistance may be requested from PRE/SDB (OBR). Please make certain, however, that when such assistance is requested from PRE/SDB (OBR) the requirement is stated in sufficient detail to permit an accurate search.
- C. Once a potential contractor is identified, the mission or AID/W Technical Office, as appropriate, requests the Contracting Officer (in the PIO/T) to negotiate a contract with the firm through the SBA.
- D. The Contracting Officer formally offers the contract to the SBA in writing, naming the firm desired by the Technical Office. (In some cases, the SBA will informally accept the offer via telephone, with the understanding that a confirming letter from AID will follow).
- E. Unless the SBA determines that the firm has exceeded its annual business development goal, it usually accepts the proposed contract and contractor.

\*A similar procedure is followed when the intent is to make an award to any other category of 8(a) participants.

- F. The Contracting Officer solicits a proposal from the selected firm, to be evaluated by the Technical Office.
- G. Even though the resulting prime contract is between AID and the SBA, with prior clearance on a case-by-case basis, the SBA usually permits direct negotiations by AID with the 8(a) firm. Thus, following evaluation and acceptance of the proposal by the Technical Office, the Contracting Officer negotiates the contract with the 8(a) participant, with the SBA entering into the contract formally when the negotiation is concluded.

Unlike a Small Business Set-aside, which requires competition among all small businesses, 8(a) awards are not advertised and generally are not competed. However, as with Small Business Set-asides a proposed contract can be reserved in advance for the 8(a) Program even though the Mission or AID/W Technical Office may not have a particular 8(a) contractor in mind, provided it is reasonably certain that there is at least one 8(a) firm with the required capabilities.

#### IV. AID MISSION AND HOST COUNTRY CONTRACTING

Mission Directors are responsible for assuring that project design assigns procurement responsibility in a manner which best fits the particular circumstances and will result in the most effective implementation of AID-financed projects. There is no longer a stated Agency preference between AID-direct and host country contracts. In assigning contracting responsibility, the Mission Director should take the following into account:

##### Potential for Minority Business Contracts

When a proposed procurement can be performed by a socially or economically disadvantaged firm eligible to receive awards under Section 8(a) of the Small Business Act, AID contracts directly with the U.S. Small Business Administration (SBA).

#### V. COMPETITION AMONG 8(a) CONTRACTORS

Basically the 8(a) Program is non-competitive. That is to say, the using agency may select (or request SBA's referral of) a single firm with no requirement to consider other firms. An exception, which the SBA permits, however, is technical competition of up to five or six firms. Costs are subsequently negotiated by the Contracting Officer with the selected firm and approved by SBA.

The contracting procedure is basically the same as described in paragraph III for an individual firm, and similarly, proposals may not be solicited nor may negotiations be

conducted without SBA's concurrence in the choices of firms to be competed. The Contracting Officer requests such agreement from the SBA following receipt of a PIO/T from the Technical Office.

In the interest of minimizing costs to the firms, the SBA prefers that every effort be made to narrow the field of competition by interviews and other informal means prior to requesting written proposals.

#### VI. TIME REQUIRED TO OBTAIN A CONTRACTOR THROUGH THE 8(a) PROGRAM

It takes an average of 60 days from the time the Contracting Officer receives the PIO/T for a non-competitive award to the time the contract is signed. Additional time may be required depending on the complexity of the contract to be negotiated, the need for an audit or other unavoidable factors. In any event, a considerable amount of time is saved by not having to advertise.

If for some reason AID is unable to satisfactorily negotiate an agreement with the selected 8(a) firm, the Contracting Officer notifies the SBA and AID is free to either choose another 8(a) participant or to revert to competitive procurement or any other contracting procedure provided by the regulations.

#### VII. SBA POLICY ON ADVERTISING TO ATTRACT PROSPECTIVE 8(a) CONTRACTORS

The SBA Business Development Program does not provide for advertising, and generally the SBA will not accept a contract if the requirement has been advertised.

#### VIII. ASSURANCE OF CAPABILITY - SBA CERTIFICATE OF COMPETENCY

The SBA does not issue certificates of competency for 8(a) firms, on the grounds that SBA's willingness to accept the contract is predicated on its certainty that the prospective (sub)contractor has the capability to perform. Beyond this, AID should take the same steps to assure itself of the 8(a) firm's abilities as it does those of any other contractor.

#### IX. SBA LIABILITY

It is SBA policy to provide technical assistance to an 8(a) contractor if it is determined that the firm is having difficulties performing the contract. The SBA does not accept financial responsibility nor can it guarantee performance. However, it will make every effort to support the (sub)contractor with technical assistance necessary for proper performance.

The SBA has advised AID that it has not yet had to terminate a minority 8(a) professional service contract.

X. PRE/SDB (OBR)'s ROLE IN THE 8(a) PROCESS

OBR assists Technical Offices and AID Missions to identify appropriate 8(a) contractors. It also assists prospective minority contractors to contact Technical Offices which may have an interest in their skills.

In addition, the Minority Business Program staff is in regular contact with the SBA and keeps AID current on legislation and policies concerning the 8(a) Program.

XI. PREFERENCE TO EXISTING 8(a) FIRMS

Last year the SBA began requiring 8(a) applicant firms, as a pre-condition of their acceptance into the 8(a) Program and as a demonstration of their viability, to identify reasonable and fairly immediate prospects of work with one or more Federal agencies. One effect of this policy is to enable user-agencies to consider the technical capabilities of such firms and consistent with all applicable procurement regulations identify work which could reasonably be expected to be directed to these firms upon their acceptance in the 8(a) Program.

The SBA advises, however, that this policy notwithstanding, when there is a firm already in the 8(a) Program which is capable of performance against a requirement, that firm should be given preference over an 8(a) applicant firm.

## HISTORICALLY BLACK COLLEGES AND UNIVERSITIES

Historically Black Colleges and Universities (HBCUs) represent a group of approximately 114 publicly assisted institutions that are members of the National Association for Equal Opportunity in Higher Education (NAFEO). These institutions have received full accreditation from Regional Accrediting Agencies.

The Agency for International Development strongly supports HBCUs, and has developed a program designed to strengthen their capacity to participate in AID-financed projects and programs. This program also provides counseling services in order to expand the range of HBCU involvement in AID contracting opportunities.

The following highlight HBCU's capabilities:

1. Services range from accounting to history; from computer science to pharmacy; and from modern languages to remote sensing;
2. Conduct basic and applied research relating to national and international problems;
3. Broad experience in effectively establishing international programs and designing and implementing projects in Asia, Africa, the Middle East and the Caribbean.

## PRIVATE AND VOLUNTARY ORGANIZATIONS

### Definition

Private and Voluntary Organizations (PVOs), as referred to by A.I.D., are non-profit organizations which receive some portion of their annual revenue from the private sector (demonstrating their private nature) and receive voluntary contributions of money, staff time, or in-kind support from the general public (a demonstration of their voluntary nature). All non-profit organizations are, consequently, not necessarily PVOs.

A minority-controlled PVO is one in which more than 50 percent of its board of Directors is comprised of Black Americans, Hispanic Americans, or Native Americans, or by economically and socially disadvantaged individuals. This definition also includes women.

### Procedures for Entry Level PVOs

The Office of Business Relations is responsible for initially counseling and assisting all unregistered PVOs. Following are the established procedures for assisting such organizations.

- The Minority Resource Center (MRC) Representative will serve as the initial contact within OBR for unregistered PVOs, seeking A.I.D. funding.
- The MRC Representative will review each request for assistance and refer clients to available section personnel for counseling and assistance.
- All entry level PVOs, minority and non-minority, that are qualified for registration, will be referred to the Office of Private Voluntary Cooperation for secondary counseling.
- All entry level organizations that are qualifiable (for registration) by MRC staff, will be assisted through counseling to qualify for registration as PVOs.
- For those organizations that are not qualified, nor qualifiable as potential PVOs, MRC staff will assist them in identifying other potential sources of funding within A.I.D.

It should be noted that:

- Registration, in and of itself, does not guarantee A.I.D. funding.

- Registration, by nature of its process, does give a PVO preference for A.I.D. funding.
- Non-registered organizations that are qualified as non-profit, are not precluded from A.I.D. funding.
- Qualifiable minority organizations will be assisted to become qualified as a PVO.
- Non-traditional PVO type entities will be encouraged to seek A.I.D. funding; e.g., cooperatives, credit unions, federations of cooperatives, private foundations, churches, etc.

#### Purpose of Registration

For A.I.D., registration is primarily a mechanism to:

- Identify PVOs engaged in or intending to engage in voluntary foreign aid operations (there are two registries, one of U.S., the other of foreign PVOs).
- Determine whether PVOs meet certain general operating guidelines and accountability standards.
- Certify the eligibility of PVOs to apply for A.I.D. resources intended for PVOs (generally 12-16 percent of A.I.D.'s DA budget account), including grants and subventions.

#### Conditions for Registration

The following Conditions of Registration and Documentation Requirements are taken from Part 203, Chapter II, Title 22 of the Code of Federal Regulations, as amended.

#### Conditions of Registration and Documentation Requirements for U.S. Private and Voluntary Organizations

An applicant shall be registered with A.I.D. as a U.S. PVO if A.I.D. finds that the applicant has satisfied all the conditions and documentation requirements of registration listed below. An applicant seeking registration shall submit to A.I.D., Washington, D.C. 20523, the documentation listed below accompanied by a letter stating the reasons for seeking registration signed by its chief executive officer and supported by a resolution of its governing body. In addition, the applicant shall submit such other information as A.I.D. may reasonably require to determine if the applicant should be registered.

Condition and Documentation Requirement No. 1

- (1) Condition: That the applicant is a private nongovernmental organization which is organized under U.S. law and maintains its principal place of business in the United States and is not a university, college accredited degree-granting institution of education, private foundation, organization engaged exclusively in research or scientific activities, church, or organization engaged exclusively in religious activities.
- (2) Documentation Requirement: Articles of incorporation, bylaws, relevant documents establishing its legal status, and a statement as to the location of the organization's principal offices.

Note: Documentation submitted should include the official document of the state in which the organization is established, including the state seal and signature of the authorizing state official.

Condition and Documentation Requirement No. 2

- (1) Condition: That the applicant receives funds from private U.S. sources.  
  
"Funds from private U.S. sources" means cash contributions received from private non-governmental U.S. sources, e.g., private individuals, groups, foundations and corporations. Cash contributions received directly or indirectly from the U.S. Government, state or local governments, the United Nations and other public international organizations, and foreign governments, institutions and individuals are not included. All in-kind contributions are excluded.
- (2) Documentation Requirement: The latest audited financial statement (see Condition No. 6 below).

Condition and Documentation Requirement No. 3

- (1) Condition: That the applicant is a nonprofit organization and has a tax exemption under any one of the following provisions of the Internal Revenue Code: Section 501(c)(3), except private foundations under Section 509(a)(2); as a social welfare organization under Section 501(c)(4); Section 501(c)(5); or Section 501(c)(6).
- (2) Documentation Requirement: IRS Statement of Tax Exemption and a copy of IRS Form 990 or 990-PF, "Return of Organization Exempt from Income Tax," or one comparable to the Internal Revenue Service Document.

Note: IRS Form 990 or 990-PF should be for the latest year available.

Condition and Documentation Requirement No. 4

- (1) Documentation Requirement: Latest annual report (or similar document) and audited financial statement (see Condition No. 6 below).

Organizations which do not have professionally produced annual reports may substitute a brief narrative report which covers the following points:

- description of program activities carried out during the year, including country or countries of operation.
- budget information by program areas and sources of revenue.
- collaborating organizations (e.g., local organizations, private or public, Peace Corps, another U.S. PVO).

Condition and Documentation Requirement No. 5

- (1) Condition: That the applicant is, or anticipates becoming, engaged in voluntary charitable or development assistance operations abroad (other than religious), including but not limited to services of relief, rehabilitation, disaster assistance, development assistance, welfare, training, or program support and coordination for such services, in the fields of health, education, population planning, nutrition, agriculture, industry, environment, ecology, refugee services, emigration, resettlement, and development of capacities in indigenous PVOs and institutions to meet basic human needs; and that such operations are consistent with its articles of incorporation and related documentation included in the application, and with the broad purposes of the Foreign Assistance Act and P.L. 480.

- (2) Documentation Requirement: Latest annual report (or similar document) describing the development assistance operations. For organizations who anticipate initiating overseas activities, a statement should be included in the letter accompanying the registration document describing steps taken to date to undertake a program of development assistance overseas.

Condition and Documentation Requirement No. 6

- (1) Condition: That the applicant accounts for its funds in accordance with generally accepted accounting principles ("GAAP"); has a sound financial position as evidenced by its

audited financial statements; and exercises financial planning through the preparation of an annual budget for the year subsequent to that covered in the annual audit.

(i) Further tests of the financial management systems of a PVO are part of the A.I.D. pre-grant award process. In judging the financial management systems of grant applicants the requirements set by the Office of Management and Budget (OMB) Circular A-110, "Uniform Administrative Requirements for Grants and Agreements with Institutions of High Education, Hospitals and other Nonprofit Organizations," Attachment F, "Standards for Financial Management Systems" will apply, and by reference, OMB Circular A-122 "Cost Principles for Nonprofit Organizations" will also apply. The determination as to whether an applicant can conform to these requirements is made through a pre-grant award review which is the responsibility of the grant officer with information provided by the A.I.D. Inspector General.

- (2) **Documentation Requirement:** The most recent audited financial statement including Balance Sheet, Statement of Support, Revenue and Expenditure and Statement of Change in Financial Position prepared in accordance with generally accepted accounting principles ("GAAP") disclosing administrative, program, and fund-raising costs; and separately disclosing overseas programs costs and sources and amounts of funds received for overseas programs. The Audit shall be conducted by an independent Certified Public Accountant in accordance with the generally accepted auditing standards ("GAAS") of the "Statement on Auditing Standards" of the American Institute of Certified Public Accountants. A budget for the year subsequent to that covered in the year reported in a format consistent with the audit, including the detailing of anticipated amounts and sources of support and revenue.

New organizations which have been incorporated less than a year must provide an independent CPA's statement that financial statements can be prepared in accordance with GAAP, along with an unaudited financial statement covering the period between incorporation and application for registration. The CPA's statement for new organizations will also indicate whether the organization has installed internal controls to enable the execution of an audit in accordance with the applicable auditing standards at the end of the first year of operation.

**Note:** The annual budget for the year subsequent to the one covered in the annual audit should be specific with regard to sources of revenue, and the programs and program costs to which the revenue is expected to be applied.

Condition and Documentation Requirement No. 7

- (1) **Condition:** That the applicant has a Board of Directors which meets at least annually, whose members serve without compensation for such services, and that paid officers or staff members do not constitute a majority in any decision.
- (2) **Documentation Requirement:** A statement indicating that paid officers or staff members who serve on the Board do not constitute a majority in any decision and members of the governing body receive no compensation for their services on that body; the names and addresses of members; and minutes of meetings or excerpts from minutes which demonstrate that the Board holds meetings at least annually.

Condition and Documentation Requirement No. 8

- (1) **Condition:** That the applicant expends and distributes its funds and resources in accordance with the stated purposes of the organization, without unreasonable cost for promotion, publicity, fund raising and administration, at home or abroad, and provides public disclosure of its financial circumstances.
  - (a) In determining whether an applicant obtains, expends, and distributes its funds without unreasonable cost for promotion, publicity, fund raising, and administration, A.I.D. shall consider fund raising costs as presumptively unreasonable if they exceed 20 percent of the total cash and in-kind contributions to the organization (as reflected in the audited financial statement).
  - (b) An applicant for registration or a registered agency whose fund raising costs exceed the 20 percent limitation must demonstrate that such costs are not unreasonable in light of the nature of the organization's operations. Upon such a showing, A.I.D. may permit exceptions to the 20 percent limitation on a case-by-case basis.
  - (c) "Contributions" as used in this section, include U.S. Government financial support, both cash and in-kind, as well as private support; similarly, it is expected that fund raising costs will include costs incurred in securing government contributions.
- (2) **Documentation Requirement:** A certification that audited financial statements are available to the public upon request and a statement indicating salaries and allowances of the top five principal headquarters positions (determined by salary level) and country director positions. When provided directly by the applicant, salaries and/or allowances may be valued at actual cost; when provided by the recipient country

or local institutions, they may be valued at fair market value. Any other documentation or evidence which the applicant wishes to submit addressing the degree to which annual program spending has been consistent with the stated purposes of the organization and annual expenses are reasonable in amount.

**Note:** By "country director" is meant a PVO staff person who is resident in a given country and is responsible for the PVO's operations there.

### Annual Requirements to Maintain Registered Status

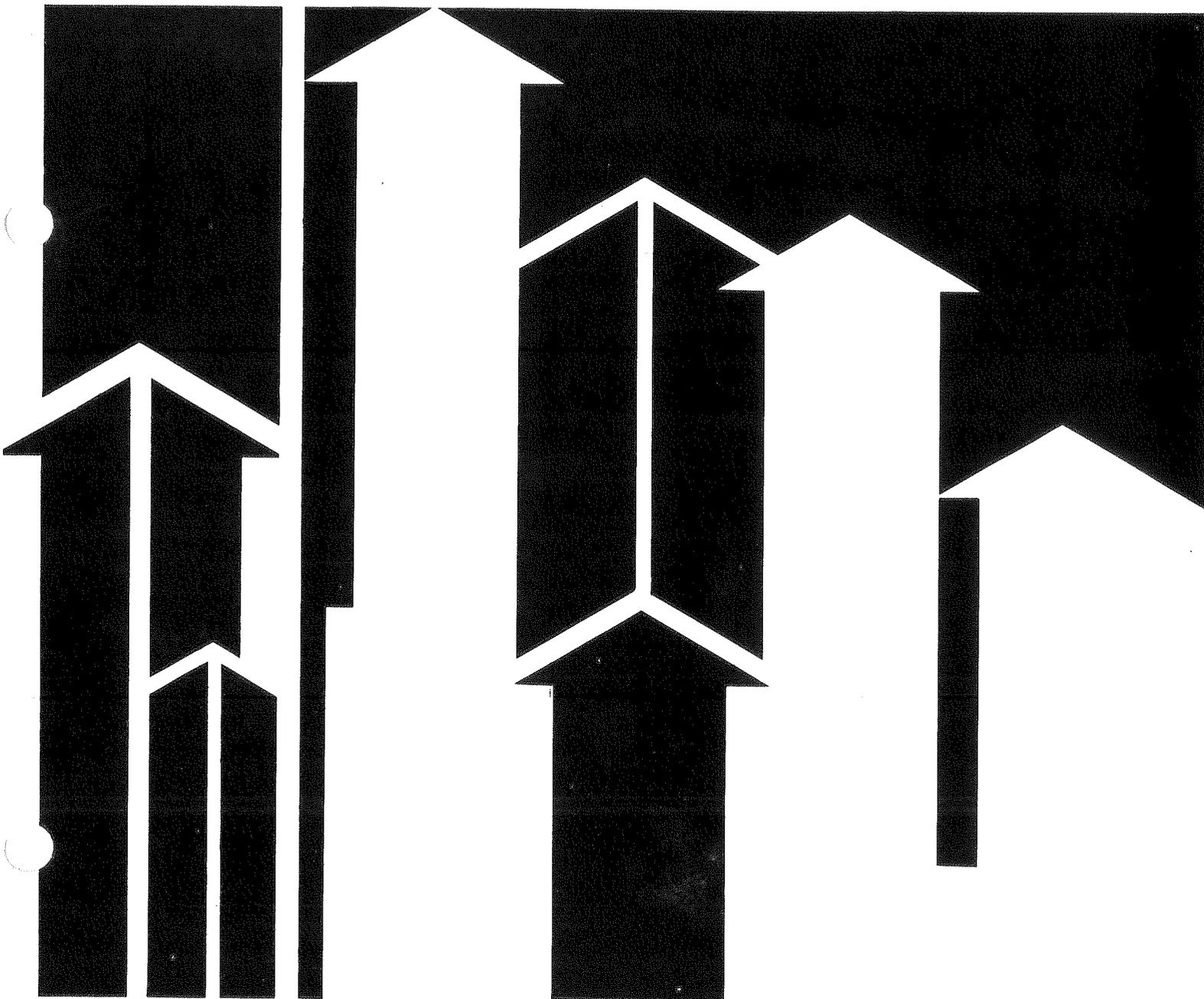
In order to maintain its registration status, within 180 days after the close of each fiscal year, the following documents must be submitted by a registered PVO:

- a. Independently audited financial statement for fiscal year just ended.
- b. Report of Income and Expenditures (A.I.D. Form 1550-2) which is relatable to the audited financial statement.
- c. Annual report or similar document.
- d. Budget for the current fiscal year (projected).
- e. Copy of latest IRS Form 990 or 990-PF.
- f. Statement that all other circumstances listed in original application are unchanged except as noted--e.g., Board addresses and citizenship (new complete list, not just names); principal positions, pay and allowances; country directors, pay, perquisites and allowances).

A.I.D. May revise the above list of documents from time to time. In addition, each registrant shall submit such other information as A.I.D. may reasonable require to determine that the organization continues to meet the conditions of registration.

# APPENDIX B

## Implementation of The Gray Amendment/ Early Alert System



## IMPLEMENTING THE GRAY AMENDMENT

The Gray Amendment states "except to the extent that the Administrator determines otherwise," that not less than 10% of Development and Sahel Assistance Funds be "made available" to economically and socially disadvantaged enterprises, historically Black colleges and universities (HBCUs) and private voluntary organizations (PVOs) which are controlled by individuals who are economically and socially disadvantaged.

To achieve this goal, A.I.D. has developed a comprehensive implementation plan.

The Early Alert System, coordinated by the Office of Business Relations, is the major element of A.I.D.'s implementation plan. By reviewing projects at the design stage, the system identifies opportunities which may fit the skills and experience of the firms and organizations covered in the Amendment.

Another important change occurred in December 1983, when A.I.D. eliminated the previous preference for host country contracting as distinct from direct contracting. This increases the range of opportunities for firms and organizations cited by the Amendment.

Individual counseling of firms, HBCUs and PVOs is an integral part of A.I.D.'s implementation plan. Counseling offers an opportunity for firms, HBCUs and PVOs with little or no overseas experience to learn how to expand into international markets. For further information, contact:

For minority and women-owned enterprises and minority PVO's, David Rakes, Minority Resource Center Representative, Office of Business Relations, Room 648, SA-14, Washington, D.C. 20523, (703)235-1720

For HBCUs, Hunter Fitzgerald, Office of Technical Review and Information, Bureau for Science and Technology, Room 309, SA-18, Washington, D.C. 20523, (703)235-9044

For registered private voluntary organizations, Ronnye McIntosh, Office of Private and Voluntary Cooperation, Bureau for Food for Peace and Voluntary Assistance, Room 214, SA-18, Washington, D.C. 20523, (703)235-1623



TABLE OF CONTENTS

AND SUMMARY

GUIDELINES ON IMPLEMENTATION OF THE "MINORITY SET-ASIDE"

I. INTRODUCTION.....1

The Second Continuing Resolution for Fiscal year 1984, appropriating funds for A.I.D.'s activities provides (except to the extent that the Administrator of A.I.D. determines otherwise) that not less than 10 percent of Development Assistance and Sahel funds shall be made available only for economically and socially disadvantaged enterprises, historically black colleges and universities and private and voluntary organizations which are controlled by individuals who are economically and socially disadvantaged. Economically and socially disadvantaged individuals are deemed to include women.

As the provision was adopted after the commencement of fiscal year 1984, in the interest of timely implementation the Agency has chosen to set forth in these guidelines the general framework for carrying out the provision rather than to proceed by formal rule-making. However comments are invited. These guidelines are designed to describe coverage of the amendment, apprise interested organizations

of means through which they may be considered and set forth procedures under which A.I.D. bureaus, missions and offices are responsible for furthering the objectives of the amendment.

II. DETERMINATIONS RELATING TO COVERAGE OF THE PROVISIONS:.....3

A. General.....3

The Agency interprets the provision to include grants and cooperative agreements as well as direct and host country contracts. Subcontracts and subgrants will be taken into account in measuring compliance with the provision.

B. The "Contracting Universe" available under the Appropriation: Agency target.....5

Of the \$1.45 billion appropriated for Fiscal Year 1984 for Development Assistance and Sahel programs, the Administrator determined that approximately \$550.0 million will be made available to international, indigenous and other non-U.S. private organizations, and to other Federal Agencies. Accordingly, it is determined as a preliminary matter that the universe to which the 10% target applies is approximately

\$900.0 million. Therefore, the Agency sets as a target \$90.0 million participation of organizations covered by the provision.

C. Organizations Covered by the Amendment.....10

1. Economically and Socially Disadvantaged Enterprises.....10

Covered are enterprises controlled by Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans, Puerto Ricans and other minorities found to be disadvantaged under section 8(a) of the Small Business Act of 1958.

2. Historically Black Colleges and Universities....11

These organizations are listed in an Appendix to the Guidelines.

3. Private and Voluntary Organizations.....12

The Agency includes under this heading, registered private and voluntary organizations

and other private and voluntary organizations, including cooperatives, credit unions and federations of cooperatives, as well as non-profit organizations where they meet the tests for "control" set forth in the guidelines. "Control" is defined in terms of the membership of the board of directors or a similar governing body, at the time of contract award or grant.

4. Women Controlled Organizations.....14

Women are deemed to be "economically and socially disadvantaged" under the provision.

III. HOW INTERESTED ORGANIZATIONS CAN LEARN ABOUT A.I.D.-FINANCED OPPORTUNITIES AND EXPLORE POSSIBLE INVOLVEMENT..15

- A. General.....15
- B. Contact Points for Particular Kinds of Organizations Covered by the Amendment.....17
- C. Consideration for Particular Types of A.I.D.-financed Contracts, Grants, and Cooperative Agreements.....19

IV. IMPLEMENTATION MEASURES.....20

A. Overview.....20

This section describes efforts made in response to the amendment and under related Executive Orders. They include the establishment of special committees, offices and other functions, installation of a new Early Alert System, establishment of targets, and the identification of any particular barriers to involvement.

B. Targets.....23

This section provides for the establishment of targets on a bureau and, where desirable, mission basis toward the overall target of \$90.0 million for Fiscal Year 1984.

C. Specific Responsibilities of Agency Personnel.....24

The responsibilities of the Deputy Administrator, Assistant Administrator, Mission Directors and particular offices and committees involved directly in carrying out the provision are set forth. For

economically and socially disadvantaged enterprises and private and voluntary organizations (other than registered PVOs) the Office of Business Relations and its Minority Resource Center have specific responsibilities to advanced the objectives of the amendment. The Agency-Wide HBCU Committee, and the Office of Private and Voluntary Cooperation are involved on behalf of HBCU's and registered PVOs, respectively.

D. The Early Alert System.....28

This section contains in its entirety, the Early Alert System established by the Agency in December 1983 in response to the amendment. It is designed to further consideration at the project design stage of opportunities for organizations covered by the provision. A system of liaisons is established in each major bureau and independent offices; responsibilities relating to resource information on the interests and capabilities of concerns are established. Follow-up actions, review and reporting provisions are also described.

E. Decisions to Proceed by Direct as Distinct from Host

Country Contracting.....35

Under a change in Agency policies adopted in December 1983 in response to the amendment and generally, the Agency eliminated the previous preference for host country contracting methods as distinct from direct contracting. A "special circumstance" to be taken into account in deciding to proceed by direct contract, is the potential for a set-aside for minority enterprises.

F. Decisions Relating to Other Particular Modes of Providing Funding, and Means of Accomplishing Participation.....37

(1) Whether to proceed by direct contracts or grants or cooperative agreements.....37

(2) Set-asides.....37

(3) Special methods of involving HBCUs.....38

(4) Assistance to private and voluntary organizations.....40

(5) Special mechanisms for subcontracting to

minority concerns.....43

G. Weight Given to Prior A.I.D., Regional, Country  
and Other Experience.....50

These new provisions preclude any "points" in evaluation of proposals under competitive procedures, for prior A.I.D. experience as such (it may still be the source of regional, country or other experience. New rules govern the weight given to regional and country experience.

H. Monitoring and Reporting.....54

Under the direction of the Deputy Administrator, each Assistant Administrator and each A.I.D. Mission Director or representative shall be responsible for monitoring the activities, and the progress of the bureau or mission in achieving the Agency's objectives.

GUIDELINES ON IMPLEMENTATION  
OF THE "MINORITY SET-ASIDE"

I. INTRODUCTION

On November 14, 1983, the President signed into law the "Second Continuing Resolution" for FY 1984. In addition to establishing funding levels for FY 1984, the resolution (P.L. 98-151) contained the following provision (sponsored by Congressman William Gray of Pennsylvania) under the heading "Minority Set-Aside":

"Except to the extent that the Administrator of the Agency for International Development determines otherwise, not less than 10 percent of the aggregate of funds made available for the Fiscal Year 1984 to carry out chapter I of part I of the Foreign Assistance Act of 1961 shall be made available only for activities of economically and socially disadvantaged enterprises (within the meaning of section 133(c) (5) of the International Development and Food Assistance Act of 1977), historically black colleges and universities, and private and voluntary organizations which are controlled by individuals who are Black

Americans, Hispanic Americans, or Native Americans, or who are economically and socially disadvantaged within the meaning of section 133(c) (5)(B) and (C) of the International Development and Food Assistance Act of 1977.) For purposes of this section, economically and socially disadvantaged individuals shall be deemed to include women."

Throughout the guidelines this section is sometimes referred to as "the provision" or "the amendment."

As the provision was adopted after the commencement of Fiscal Year 1984, the Agency chose to issue these guidelines rather than to proceed by formal rule-making. However, comments of interested individuals and organizations are invited. Comments should be transmitted to the Office of Business Relations, Room 648 SA-14, Washington, D.C. 20523, before June 15, 1984. Part II sets forth determinations made by the Agency in respect to coverage of the amendment. Part III indicates how interested organizations and individuals may learn about A.I.D. financed activities. Part IV describes procedures established by the Agency to further implementation of the amendment.

## II. DETERMINATIONS RELATING TO COVERAGE OF THE PROVISION

### A. General:

The provision requires that, except to the extent that the Administrator determines otherwise, not less than 10 percent of the aggregate of funds made available for Fiscal Year 1984 for Development Assistance and the Sahel shall be made available only for activities of organizations covered under the amendment. For Fiscal Year 1984 a total of \$1.45 billion was appropriated for these purposes.

A similar clause - which did not contain the authority for determinations by the Administrator of the Agency - was originally included in the bill marked up by the House Appropriations Subcommittee on Foreign Operations appropriating foreign assistance funds for Fiscal Year 1984. That bill was never reported by the full House Committee on Appropriations. An unissued subcommittee report accompanying the subcommittee version, notes the following:

"The Committee finds that since Congress first mandated expanding socially and economically disadvantaged business participation in United States foreign assistance programs in 1977, enough progress has not been made to carry out that mandate beyond direct contract activity."

"While the Committee applauds the Agency's recent efforts with respect to increased utilization of socially and economically disadvantaged firms in direct contract activity, these firms have not enjoyed the same participation in those remaining A.I.D.-financed development assistance contracts."

"The 10 percent provision, with respect to economically and socially disadvantaged participation is intended to remove those obstacles, regulatory or otherwise, to expand participation in all A.I.D.-financed development assistance contracts."

No other statements concerning the provision or the subcommittee version were made in the course of legislative consideration.

B. The "Contracting Universe" Available Under the Appropriation: Agency Target The draft subcommittee report indicates that the subcommittee provision was intended to expand participation in "all A.I.D.-financed development assistance contracts."

The Agency assumes that the term "contracts" is used generically and includes grants and cooperative agreements as well as direct and host country contracts financed by the Agency under the appropriation.

Subject to the Administrator's determination, the provision requires that the 10% be made available for the activities of covered organizations. The term "made available" traditionally means "obligate". However, because of the way that A.I.D. finances its programs, the traditional meaning must be expanded. Most of the Development Assistance and Sahe! funds are made available to host governments under bilateral "project agreements" between A.I.D. and those governments. After agreement is reached, A.I.D. "obligates" the appropriated funds by signing project agreements. Pursuant to project agreements, funds are then "subobligated" to the various suppliers of goods and services described generally in the project agreement or channeled to various host country counterpart agencies

for expenditures in support of the project. Direct contracts, grants and cooperative agreements, and host country contracts are awarded to various third party organizations. Accordingly, the Agency interprets the term "made available" to include subobligations, as well as obligations.

In a number of cases, the awardee may enter into a subgrant or subcontract with another entity. It is within the scope and intent of the amendment that subcontracts and subgrants with organizations covered by the amendment be included. Whether or not a prime contractor or grantee qualifies as an organization covered by the amendment, the purposes of the provision are met by taking into account subcontracts and subgrants to such organizations. The Agency intends to maintain the commitment to full consideration of organizations covered by the amendment as primary contractors and grantees while furthering subcontracts and subgrants to such organizations.

As noted, for the Development Assistance and Sahel activities, a total of \$1.45 billion was appropriated for Fiscal Year 1984. However, of that amount, a portion will be provided to non-U.S. organizations, or to other U.S. federal agencies.

Based on a preliminary survey by the Agency of Fiscal Year 1983 activities, the most recent year for which information is available, a projected total of \$640.0 Million was made available to the following types of organizations in the estimated amounts noted:

- . Assistance to international organizations, \$158.8 million. Organizations such as the Organization for American States, the Inter-American Institute for Agriculture, the World Health Organization, and the United Nations Industrial Development Organization are included in this category.
  
- . Funding to local/indigenous organizations, \$167.7 million. This includes grants to local universities and other organizations. For example, in Nepal funds were made available to East Consultant DVT. Limited for a study of a small bridge construction.
  
- . Funding to local government, \$267.3 million. This includes funding to local ministries of agriculture, health, education and other entities. For example, in Bolivia, funds were provided to the Ministry of Agriculture for indigenous efforts.

Funding to other U.S. government agencies, \$46.3 Million. This includes PASA/RSSA Agreements. For example funds were made available for USDA for an agriculture section analysis in Liberia. (However, A.I.D. is consulting with other agencies regarding the use of such funds.)

After funds are appropriated, the Agency's bureaus and missions develop the projects generally described in the Agency's Congressional Presentation, making basic decisions regarding the activities to be carried out. In this "project design" stage--currently underway--general decisions are made on the extent to which contracts, grants, and cooperative agreements with third parties will be utilized. While funds appropriated in Fiscal Year 1984 will be obligated under project agreements before the close of the fiscal year, awards made to third parties can take place after, as well as during, the fiscal year.

Accordingly, it is not possible at this time to determine accurately the amount that will be applied to organizations of the types described above. However, it is determined under the Administrator's authority that of the \$1.45 billion appropriation at least \$550.0 million will be made

available to international and other organizations of the kind described above. This preliminary determination will be revised on the basis of actual experience.

Accordingly, the Administrator determines as a preliminary matter that the universe to which the 10% target applies is approximately \$900,000,000 in Fiscal Year 1984.

Therefore the Agency establishes as a target that \$90.0 million be made available from Fiscal Year 1984 funds to organizations covered by the amendment.

In setting this initial target, the Agency notes that the "universe" available for the involvement of U.S. organizations from Fiscal Year 1984 Development Assistance and Sahel appropriations will be limited further by reason of anticipated incremental funding under awards made in years prior to adoption of the amendment. For example, an award made in Fiscal Year 1983 may have involved a commitment to provide additional funding from Fiscal Year 1984 appropriations to the extent available. It is in the interest of programmatic continuity and completion that these commitments be kept. During Fiscal Year 1984 information will be maintained on these potential uses.

C. Organizations Covered by the Amendment

1. Economically and Socially Disadvantaged Enterprises

The terms "economically and socially disadvantaged enterprises", and "socially disadvantaged" and "economically disadvantaged individuals" are defined in Section 133 of the International Development and Food Assistance Act of 1977.

An economically and socially disadvantaged enterprise is a business that is at least 51 percent owned by socially and economically disadvantaged individuals. (In the case of publicly owned firms, at least 51 percent of the stock must be owned by such individuals.) Management and daily business operation must be controlled by socially and economically disadvantaged individuals.

Socially disadvantaged individuals are individuals who have been subjected to racial or ethnic prejudice or cultural bias because of their identity as a member of a group without regard to their individual qualities.

Economically disadvantaged individuals are socially disadvantaged individuals whose ability to compete has been impaired due to diminished capital and credit opportunities as compared to others in the same business area who are not socially disadvantaged.

Economically and socially disadvantaged individuals include Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans, Puerto Ricans and other minorities found to be disadvantaged under section 8(a) of the Small Business Act of 1958, as amended and the Federal Acquisition Regulations. Enterprises controlled by such individuals regardless of the size of the organization, are covered by the amendment.

2. Historically Black Colleges and Universities

The historically black colleges and universities covered by the amendment are listed in Attachment A. These organizations are sometimes referred to as "HBCU's".

3. Private and Voluntary Organizations

A third type of organization covered by the provision includes private and voluntary organizations controlled by Black Americans, Hispanic Americans, or Native Americans, or by economically and socially disadvantaged individuals within the definitions noted above.

The term "private and voluntary organizations" is being broadly defined by the Agency. It need not be limited to those voluntary agencies which are registered with the Agency under Section 123 of the Foreign Assistance Act of 1961 and which are eligible to receive Operational Program Grants (OPGs), Matching Grants (MG's) and other grants and A.I.D. resources available only to registered private voluntary organizations. Section 123 encourages A.I.D. to increase funding of a variety of private and voluntary organizations including cooperatives, credit unions and federations of cooperatives and all such organizations eligible to apply for registration. A.I.D. finances such organizations through grants and contracts. Absent legislative history to the contrary

the Agency assumes that the provision does not exclude non-profit organizations ineligible to apply for registration, (i.e., churches, and private foundations) and which meet the tests for "control" set forth below.

Neither the statute nor legislative history, define "control" with respect to private and voluntary organizations. However with regard to basic policy administration most of such organizations are controlled by a board of directors. Defining control in relation to the board of directors is analagous to the treatment of business enterprises. It would not be realistic to attempt to measure "control" by reference to shareholders, constituencies, or the nature of an organization's program. Thus contracts grants, subcontracts and other arrangements with a private and voluntary organization will be covered under the amendment if, at the time of the award, the organization has a board of directors or similar governing body with more than 50% Black, Hispanic or Native Americans, or other members who are economically and socially disadvantaged.

The Agency does not gather routinely information necessary to determine which private and voluntary organizations are controlled by the identified categories of individuals. To ensure consideration, such organizations will be encouraged to identify themselves to the Agency during the acquisition and assistance processes.

4. Women Controlled Organizations. The provision expands the definition of economically and socially disadvantaged individuals to include women. Thus enterprises and private and voluntary organizations which are controlled by women or by a combination of women and men who are Black, Hispanic or Native Americans or otherwise economically and socially disadvantaged individuals are included under the amendment.

III. HOW INTERESTED ORGANIZATIONS AND INDIVIDUALS CAN LEARN  
ABOUT A.I.D.-FINANCED OPPORTUNITIES AND EXPLORE POSSIBLE  
INVOLVEMENT

A. General

As noted, as a part of each year's budget process, the Agency submits to the Congress detailed plans regarding its proposed activities in the developing countries and in the United States. These plans contain project and other information that describe anticipated program initiatives to be carried out through contracts, grants, cooperative agreements and other arrangements with third parties. When these plans change, the Agency is required to notify the Congress. Notification to the Congress of proposed changes follow a similar format. Copies of the Congressional Presentation for Fiscal Year 1984 are available at cost through A.I.D.'s Office of Business Relations, (Office of Business Relations, Agency for

International Development, Room/648 SA-14, Washington,  
D.C. 20523. Telephone Number - (703) 235-2333).\*

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| <u>PB NUMBER</u> | <u>VOLUME</u>                             | <u>PAPER</u> | <u>MICROFICHE</u> |
|------------------|---|--------------|-------------------|
| PB-83-172304     | Main Volume                               | \$ 43.00     | 4.50              |
| PB-83-172312     | Annex I - Africa                          | 40.00        | 4.50              |
| PB-83-172320     | Annex II - Asia                           | 17.50        | 4.50              |
| PB-83-172338     | Annex III - Latin American &<br>Caribbean | 25.00        | 4.50              |
| PB-83-172346     | Annex IV - Near East                      | 17.50        | 4.50              |
| PB-83-172353     | Annex V - Centrally Funded                | 16.00        | 4.50              |
| PB-83-172361     | Trade & Development Programs              | 8.50         | 4.50              |
| PB-83-172379     | International Organization<br>& Programs  | 8.50         | 4.50              |
| PB-83-172296     | Complete Set                              | 150.00       |                   |

With each order for one or more volumes of the Congressional Presentation, the Office of Business Relations will provide information on how organizations can receive general information on proposed changes in plans. Certain Regional Bureaus publish quarterly reports of project activities to be considered for approval and quarterly reports of projects in various stages of implementation.

Information on solicitations relating to A.I.D.-direct contracts to be awarded under competitive procedures, and certain host country contracts and grants is available in the Commerce Business Daily. Copies of the daily may be obtained from the Superintendent of Documents, Government Printing Office, Washington, D.C. 20402 (202-783-3238) at a cost of \$160 per year for first class and \$81 per year for second class.

B. Contact Points for Particular Kinds of Organizations Covered by the Amendment

Organizations are invited to contact directly any of the Agency's bureaus or missions, or host country governments, regarding A.I.D. financed opportunities. However, organizations are encouraged to consult initially with three organizations at A.I.D./Washington available particularly to assist interested concerns. They are.

For socially and economically disadvantaged enterprises and private and voluntary organizations covered by the amendment (other than registered PVO's), the Office of Business Relations, Agency for International Development, Room 648 SA-14, Washington, D.C. 20523, (703) 235-2333, and the Minority Resource Center within that Office.

For historically black colleges and universities, the Office of Technical Review and Information, Bureau for Science and Technology, Agency for International Development, Room 309 SA-18, Washington, D.C. 20523, (703) 235-9037. That Office has entered into a cooperative agreement with the National Association for Equal Opportunity in Higher Education ("NAFEO") to help identify and build HBCU capabilities and match them with specific A.I.D.-financed opportunities. Interested HBCUs are urged to contact NAFEO directly at the following address: 2243 Wisconsin Avenue N.W., Washington, D.C. 20007, (202) 333-3855.

- . For registered private and voluntary organizations, the Office of Private and Voluntary Cooperation, Bureau for Food for Peace and Voluntary Assistance, Agency for International Development, Room 241 SA-8, Washington, D.C. 20523, (703) 235-1684.
  
- . Organizations contacting these offices will be advised of subsequent initiatives in the implementation of the amendment.

C. Consideration for Particular Types of A.I.D.-Financed Contracts, Grants, and Cooperative Agreements

Minority, women-owned and other firms and organizations that sell or otherwise provide commodities of various kinds should ensure that information on the organization and its capabilities is included in the Office of Business Relations' "Automated Supplier System for Export Trade" ("ASSET"). They should also request that they be placed on the mailing list for two newsletters which provide information on specific host country transaction requirements. These are the "A.I.D.-Financed Export Opportunities" and "A.I.D. Procurement Bulletins." Procedures are explained in the brochure Export Opportunities with the Agency for International Development. Interested organizations should write or contact the Office of Business Relations at the address and telephone number noted earlier in (B) above.

Organizations interested in providing technical services under A.I.D.-financed activities should ensure their inclusion in the "A.I.D. Consultant Registry Information System," (ACRIS) also by contacting the Office of Business Relations. That system is consulted when particular needs arise.

#### IV. IMPLEMENTATION MEASURES

##### A. Overview

In seeking to achieve the target levels of participation in Fiscal Year 1984, the Agency is taking a number of positive actions noted below designed especially for organizations covered by the amendment. The identification and implementation of such initiatives is a continuing matter. These guidelines include a number already adopted or expanded in response to the amendment. A number of these actions also meet the objectives of President Reagan's Executive Order 12320 of September 15, 1981 regarding HBCU's and his Executive Order 12432 of July 14, 1983 furthering minority enterprise development. They include the following:

First, toward the overall target of \$90.0 million the Agency is setting targets by bureau and, where desirable, missions.

Second, special committees, offices, and other functions directed to further the involvement of particular types of organizations have been established. These include the Minority Resource Center in the Office of Business Relations, the Agency's HBCU Committee and the Office of Private and Voluntary Cooperation. In each major bureau individuals have been designated to serve in liaison to these special functions, furthering opportunities under an Early Alert System. The responsibilities of the bureaus and missions are spelled out.

Third, the Early Alert System is the central vehicle under which the special committees, offices and individuals referred to above work with bureaus and missions to identify and further opportunities for organizations covered by the amendment. The previous system established in August, 1983 was expanded in December, 1983 to embrace opportunities for HBCUs and private and voluntary organizations as well as enterprises covered by the amendment. The system now covers host country contracts, grants and cooperative agreements, as well as direct contracts.

Under the system, consideration of such organizations is not merely encouraged, it is required. Most importantly, consideration is required at the project design stage--thus in advance of the regular procurement processes and generally, before the consideration of other organizations.

A.I.D. personnel are required to identify any specific steps to be taken to further that involvement (such as 8(a) set-asides). Procedures under the Early Alert System indicate that organizations covered by the amendment can participate as contractors, subcontractors, grantees, or subgrantees and alone or jointly with other organizations.

Access to comprehensive data on the nature, size, location, and capabilities of covered organizations is essential. To that end, the Office of Business Relations has contracted with third parties to build systems expanding the Agency's knowledge about disadvantaged concerns providing goods and services. These are noted in III(B), above. For HBCU's, the Agency has entered into a cooperative agreement with the National Association for Equal Opportunity in Higher Education (NAFEO), to build, identify, and match resources of HBCUs. This supplements direct efforts for all HBCUs. The Office of Private and

Voluntary Cooperation (Bureau for Food for Peace and Voluntary Assistance), is directed to maintain and provide to the bureaus and the missions information concerning the identity and capabilities of registered private and voluntary organizations covered by the amendment.

Fourth, the Agency is addressing continually any particular barriers to involvement. This is one of the areas chartered for the Agency HBCU Committee. As President Reagan noted in Executive Order 12320, steps are needed to: "Strengthen the capacity of historically black colleges and universities to provide quality education, and to overcome the effects of discriminatory treatment." Procedures with respect to prior A.I.D. and other experience are included in these guidelines.

B. Bureau and Mission Targets

Upon review of recommendations submitted jointly by the Office of Business Relations and the Agency HBCU Committee (in consultation with each of the Bureaus, the Office of Financial Management, and the Office of Contract Management) numerical targets for Fiscal Year 1984 for the participation of organizations covered by the amendment (in the aggregate), shall be established by the Deputy Administrator, for each bureau and, where desirable, each mission.

C. Specific Responsibilities of Agency Personnel

Under the direction of the Administrator, the Deputy Administrator is directing and monitoring the Agency's implementation of the amendment. The Assistant Administrator for each bureau and each of the mission directors are responsible for implementation within their respective bureaus and missions. In that connection each should ensure that all bureau and mission personnel involved in decisions affecting participation take the steps required by these guidelines to further that involvement.

The Office of Business Relations and within that Office, the Minority Resource Center, is responsible to the Deputy Administrator for:

- . providing technical assistance to enterprises and private voluntary organizations (except registered private voluntary organizations) covered by the amendment.
  
- . identifying and providing to requesting bureaus and missions, information on such organizations and their capabilities related to particular Agency needs and for maintaining up-to-date automated data systems to do so;

- . monitoring activities of the bureaus and missions relating to the participation of such organizations and reporting results on a quarterly basis to the Deputy Administrator. In any specific case where the Office of Business Relations believes that the participation of such organizations has not been fully considered or advanced within a bureau or mission, it may advise the Deputy Administrator.
  
- . reviewing and advising the Deputy Administrator of any possible regulatory or other barriers to the participation of such organizations.
  
- . engaging in liaison and conference activities with such organizations.
  
- . utilizing the services of the Department of Commerce, (including the Minority Business Development Centers), the Small Business Administration, the Overseas Private Investment Corporation and other federal resources.

The Agency HBCU Committee, is responsible to the Deputy Administrator (through the Assistant Administrator for Science and Technology) for:

- . (through appropriate action by bureaus) furthering the provision of technical assistance to HBCUs covered by the amendment and, strengthening the capacity of such colleges and universities to provide quality education and overcome the effects of discriminatory treatment.
- . identifying and providing to requesting bureaus and missions, information on HBCUs and their capabilities related to specific A.I.D. needs.
- . through its members in each bureau, advancing the consideration of such organizations through all appropriate means.
- . monitoring activities of the bureaus and missions relating to the participation of HBCUs, and reporting results directly to the Deputy Administrator on a quarterly basis. In any specific case where the Committee, or any member of the Committee believes that such participation has not been fully considered or advanced with a bureau or mission, the Deputy Administrator may be advised.
- . engaging in liaison and conference activities with HBCUs and their representative organizations.

Executive Order 12320, issued by the President on September 15, 1981, requires each Agency to "...establish annual plans to increase the ability of historically black colleges and universities to participate in Federally sponsored programs" and to submit mid-year progress reports. Each president of a historically black college or university is given the opportunity to comment on the proposed Annual Federal Plan (for all agencies) prior to its consideration by the President and Vice-President. Under the Executive Order, by a memorandum on September 22, 1982, the President directed all Agency heads to: "...place emphasis on the use of program funds to help improve the administrative infrastructures of historically black colleges and universities," "...strive to increase the percentage share allocated to (HBCUs), "and "...continue efforts to eliminate identified barriers to historically black colleges and universities."

As a central part of these specific efforts, in September 1983, the Agency HBCU Committee was directed by the Deputy Administrator to develop an Early Alert System for HBCU activities, as well as to continue its previous practice of establishing goals for HBCU involvement. With the enactment of the amendment, the system developed by the Committee was incorporated into the expanded Early Alert System described below and the Committee has been directed to take measures that contribute to implementation of the amendment.

The Office of Private and Voluntary Cooperation (Bureau for Food for Peace and Voluntary Assistance), is directed to provide to the bureaus and the missions information concerning the identity and capabilities of registered private voluntary organizations.

D. The Early Alert System

After funds are appropriated, the Agency's bureaus and missions translate general plans presented in its Congressional Presentation into more specific projects. In this project development stage, decisions are made on the number and size of projects needed to carry out particular activities, whether to proceed through direct or host country contracting procedures, grant-making or other processes, and other matters. Decisions made at this stage can affect the potential involvement of organizations covered by the amendment. In response to the amendment, the Agency established in December 1983 an expanded Early Alert System to assure that the interests of all covered organizations are seriously considered at the earliest possible moment in the project development process. The Early Alert System is designed to increase participation of the three kinds of U.S. organizations cited in the amendment (as well as small businesses generally). A general description of the system follows:

First, individuals serving as liaisons:

- . Each appropriate bureau and independent office assigns a supervisory officer to serve as liaison to the Office of Business Relations to advance the involvement of small business and/or economically and socially disadvantaged enterprises, and private and voluntary organizations covered under the amendment (except registered organizations covered as noted below). In the absence of another designation, individuals selected under the previous Early Alert System established in August 1983, serve as liaisons.
  
- . Members of the Agency HBCU Committee serve as liaisons between their respective bureaus and offices, and the Committee as a whole to advance the involvement of HBCU's. Where a bureau or office is not represented on the Committee and the Committee determines it advisable, the Committee or the Deputy Administrator may request that the head of the bureau or office designate an individual to serve as liaison. (Each bureau may establish its own HBCU Committee, chaired by the liaison officer.)

. Individuals within each bureau and office designated to serve as liaison to the Office of Private and Voluntary Cooperation on matters involving registered private voluntary organizations generally, shall be responsible for advancing the involvement of registered PVOs covered by the amendment.

Second, resource information:

. The Office of Business Relations is responsible for maintaining an up-to-date information file on the identity and capability of small businesses and enterprises and private and voluntary organizations (except registered PVO's) covered by the amendment. The Agency HBCU Committee, directly and through the National Association for Equal Opportunity in Higher Education (NAFEO), will maintain up-to-date information about qualified resources of HBCUs. The Office of Private and Voluntary Cooperation will maintain similar information on registered PVOs. bureaus, independent offices, and missions will have access to these sources.

Third, screening.

- . At the earliest possible moment in the design process, documents (such as Project Identification Documents and Project Papers and their equivalents) will be reviewed by the mission and the bureau to determine the potential involvement of small business and/or economically and socially disadvantaged enterprises, HBCUs, and private and voluntary organizations covered under the amendment through proposed direct and host country contracts, and grants and cooperative agreements. Individuals serving as liaisons under the procedures described above shall be responsible for ensuring review within their bureau or office.
  
- . Small and economically and socially disadvantaged enterprises may be involved as contractors or subcontractors. In furthering involvement under proposed direct contracts, small business set-asides and 8(a) awards will be considered as well as selection through other procedures.

. HBCUs and private and voluntary organizations covered by the amendment may be involved independently, jointly with other institutions or organizations, and/or as subcontractors. In furthering involvement under proposed direct and host country contracts, grants and cooperative agreements, several alternative ways of participation will be considered. (These means are identified in appropriate information materials to bureaus and missions.)

. Where there is a potential for involvement, appropriate liaison individuals shall work with the Office of Business Relations, the HBCU Committee and/or the Office of Private and Voluntary Cooperation, to identify specific organizations potentially qualified for and interested in participation. Once identified, the bureau or mission is responsible for ensuring the consideration of such organizations.

Fourth, following up actions; review; reporting

. Prior to the authorization of a new project with respect to proposed direct contracts, grants and cooperative agreements, the bureau (and in the case of mission awards, the mission) will certify that full consideration has been given to the potential involvement of small and/or economically and socially disadvantaged enterprises, HBCUs and Private and Voluntary Organizations covered by the amendment and will identify any specific steps to be taken to effect such involvement. With respect to proposed host country contracts, the bureau and the the mission will certify that full consideration has been given by the bureau and mission to the potential involvement of such organizations and identify any specific steps to be taken to effect such involvement. Such steps may include adoption of direct contract approach to effect a set-aside and/or encouragement of the host country government to consider fully the use of organizations covered by the amendment.

- . While specific steps will be identified prior to project authorization, many cannot be undertaken until after project authorization.
  
- . A.I.D. and federal acquisition and assistance procedures govern direct contract, grant and cooperative agreement awards. Host country government procedures and related A.I.D. guidelines govern selections under host country contracts. The bureaus and the missions are responsible for furthering full consideration of small and/or economically and socially disadvantaged enterprises, HBCUs and private and voluntary organizations covered by the amendment.
  
- . Each regional bureau will make appropriate arrangements with the missions to implement this system.
  
- . Bureaus and missions shall be responsible for maintaining throughout each Fiscal Year full information on the involvement of economically and socially disadvantaged enterprises, HBCUs and private and voluntary organizations covered by the amendment and for reporting such information as

required under A.I.D. procedures, or as requested by the Deputy Administrator, the Office of Business Relations or the HBCU Committee.

- . On request of the Office of Business Relations to Office of Private and Voluntary Cooperation or the Agency HBCU Committee or missions designated under this system the Deputy Administrator may review any issue arising in the implementation of this system, including but not limited to recommendations or decisions relating to project design, means of acquisition or assistance, funding or certification.

E. Decisions to Proceed by Direct as Distinct from Host Country Contracting

On December 19, 1983, a new approach was adopted regarding the choice between the use of direct and host country contracting procedures, in order to advance the objectives of the amendment and for other reasons.

Under a revision in Supplement B, Chapter 3, Handbook 1, the previous preference for host country contracting was eliminated. In determining whether to proceed by direct or host country contract methods, a number of "special

circumstances" may be taken into account. One circumstance is described in paragraph 3A2(b), (2)(c) of Supplement B, which provides:

"Potential for Minority Business Contract. When a proposed procurement can be performed by a socially or economically disadvantaged firm eligible to receive awards under Section 8(a) of the Small Business Act, A.I.D. contracts directly with the U.S. Small Business Administration (SBA)."

These provisions will assist Mission Directors and A.I.D./W to choose the A.I.D. direct contracting mode to ensure minority involvement if appropriate. This responds to the concern, expressed in the House Appropriations draft subcommittee report language regarding host country contracts. At the project development stage and under the Early Alert System this provision provides an opportunity for the Agency to enhance minority 8(a) enterprise involvement.

It is the policy of the Agency that this provision be fully utilized to achieve minority 8(a) participation where ever the potential exists. Bureaus and missions are required to maintain (and as required by the Office of Business Relations to report) information on the utilization of the authority set forth above.

F. Decisions Relating to Other Particular Modes of Providing Funding, and Means of Accomplishing Participation.

- (i) Whether to proceed by direct contracts or grants or cooperative agreements.

The choice of method can affect the potential for involvement of organizations covered by the amendment. Choice of the direct contract method may make possible a "set-aside" under 8(a) of the Small Business Act for a minority owned enterprise. Choice of a grant or cooperative agreement mode may facilitate involvement of HBCUs or private and voluntary organizations covered by the amendment. In some cases collaborative agreements are possible.

- (ii) Set-asides.

Under current procurement laws and regulations, set-asides are authorized for minority 8(a), firms and not for HBCUs or private and voluntary organizations covered by the amendment. Agency policy is to accomplish such set-asides in every appropriate case under the provision of Title 48 Chapters 1 & 7 of the Code of Federal Regulations.

(iii) Special methods of involving HBCUs.

Through the Early Alert System prime contracts, grants and cooperative agreements with HBCUs are to be advanced. Also a number of other special initiatives are to be furthered by the Agency. They include:

- . The joint enterprise approach: The Agency established this approach to facilitate joint contracting for technical assistance between HBCUs and other universities. Under this approach, A.I.D. identifies specific projects for joint contracting. It isolates elements of technical assistance and invites universities to express interest in the elements. A.I.D. then informs interested parties or other universities which might wish to submit joint bids. The Board for International Food and Agriculture Development (BIFAD) is responsible for identifying and pairing resources for the joint bidding.
  
- . The technical service to mission contracts (TSMs): These provide for a three-to-five year indefinite quantity contract between a mission and a single

university or consortium of universities.

Universities are asked to provide inputs into the mission planning, programming, and policy processes, including the completion of technical studies on which these decisions are based. A.I.D. will seek to provide HBCUs with greater opportunities for these contracts, primarily through consortial arrangements with other universities.

. The joint memoranda of understanding: A.I.D. is entering into a joint memorandum of understanding with pairs of HBCUs and other land grant universities. These memoranda specify joint programs of activities to support inputs into A.I.D. contracts and to prepare for additional contracts. They are accompanied by separate program support grants of from \$100,000 to \$300,000 per year to each participating institution. It is expected that participating institutions will strengthen one another and will bid jointly on future contracts.

. The HBCU research grants program - The Bureau for Science and Technology has established a research grants program to fund research proposals of up to \$25,000 submitted by scientists at HBCUs. (A total

of \$500,000 is available in Fiscal Year 1984 for these purposes.) The purposes of this program are to obtain valuable research results that can be used in development programs and to induce scientists at HBCUs to study international development problems. Only scientists at HBCUs are eligible to apply for these grants.

The joint career corps: Under the joint career corps, scientists from the university community spend alternate periods of approximately two years with A.I.D., normally at an overseas mission, and four years with their university. A special effort is being made to recruit scientists at the HBCUs for this program.

Other ways of facilitating involvement of HBCUs and private and voluntary organizations are under consideration by the Agency HBCU Committee and other Agency offices and bureaus.

(iv) Assistance to private and voluntary organizations

The term "private voluntary organizations" (PVOs) is used generally by A.I.D. to refer to non-profit organizations which qualify for registration with the Agency. These

receive some portion of their annual revenue from the private sector (demonstrating their private nature) and receive voluntary contributions of money, staff time, or in-kind support from the general public (a demonstration of their voluntary nature). Information on other requirements relating to registration can be obtained from the Office of Private and Voluntary Cooperation, Bureau for Food for Peace and Voluntary Assistance, Agency for International Development, Rm. 241 SA-8, Washington, D.C. 20523 (703) 235-1623. In this sense, all non-profit organizations are not necessarily PVOs. Assistance available to registered PVOs includes the following.

Operational Program Grants (OPGs) are funded primarily by A.I.D. missions but are occasionally funded by A.I.D. regional bureaus also; they enable registered PVOs to carry out specific field projects in individual countries and, sometimes, regions. Co-financing grants are a variant of the OPG program.

Matching Grants (MG) support PVO field-oriented programs designed to be executed in a number of countries. Matching grants provide A.I.D. funds for up to 50% of program costs and are awarded to registered private and voluntary organizations which have proven experience in the sector and activities proposed for support and can raise the necessary private resources.

Institution Building Grants are awarded to support PVO efforts which strengthen their abilities to carry out development programs. Proposals for this type of grant, while not encouraged, may be considered on a cost-shared basis in selected circumstances, particularly in those instances in which the A.I.D. assistance directly enhances or supports field activity or supports an innovative programming opportunity. The number of grants in this category is highly limited.

Development Education Grants (Biden-Pell) support PVO efforts to facilitate public discussion within the U.S. on hunger and related issues and to increase U.S. public awareness of political, economic, technical and social factors relating to hunger and poverty in less developed countries. Funds are limited and awards are made to registered private and voluntary organizations and others with demonstrated ability or clear potential to carry out development education programs. Organizations need not be registered with A.I.D. to participate in the development education grants program.

Special mechanisms for subcontracting to economically and socially disadvantaged businesses

As noted in these guidelines, the amendment embraces subcontracts to organizations covered by the provision, as well as prime contracts and grants and cooperative agreements.

The advancement of such opportunities is an objective reflected in other laws, regulations, and Executive Orders. As noted below, the Small Business Act (PL 95-507) stresses subcontracting opportunities for small and economically and socially disadvantaged enterprises; this is reflected also in the Federal Acquisition Regulations ("FAR"), effective April 1, 1984. Furthermore, under section 2(a) of President Reagan's Executive Order No. 12432 (July 14, 1983) relating to minority enterprise, Agencies are to . . . develop and implement incentive techniques to encourage greater minority business subcontracting by Federal prime contractors." Also, under that Executive Order, each Federal Agency . . . shall encourage recipients of Federal grant and cooperative agreements to achieve a reasonable minority business

participation in contracts let as a result of its grants and agreements." Under the President's Executive Order 12320 (September 15, 1981) and a related memorandum to Agency heads (September 22, 1981), Agencies are to further the involvement of historically black colleges and universities. The involvement of private and voluntary organizations is generally encouraged under the Foreign Assistance Act.

While in no way undermining consideration of prime contract and other opportunities for organizations covered by the amendment, it is Agency policy to make every effort to increase substantially the subcontracting and subgrant opportunities for each of the types of organizations covered by the amendment under direct and host country awards. To that end, the Agency will implement fully already-established policies, while exploring other measures to increase involvement.

Agency personnel are directed to carry out fully the following provisions and policies:

First, any contractor receiving a direct contract of more than \$10,000 shall agree in the contract that small business concerns and small disadvantaged business concerns shall have the maximum practicable opportunity to participate in contract performance. This requirement is set forth in Section 19.702 of the Federal Acquisition Regulations.

Second, in direct negotiated acquisitions each solicitation of offers to perform a contract or contract modification which individually is expected to exceed \$500,000 (\$1.0 million for construction) and that has subcontracting possibilities shall require the apparently successful offeror to submit an acceptable subcontracting plan. If the apparently successful offeror fails to negotiate a subcontracting plan acceptable to the contracting officer within the time limit prescribed by the contracting officer, the offeror will be ineligible for the award. This provision is also set forth in Section 19.702 of the Federal Acquisition Regulations.

To be eligible as a subcontractor under the program a concern must represent itself as a small business concern or small disadvantaged business concern. To qualify as the latter, it must meet the requirements set forth in 19.101 of the Federal Acquisition Regulations. Individuals who certify that they are members of named groups; (e.g., Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, Asian-Indian Americans) may represent themselves as socially and economically disadvantaged. Individuals who are not members of named groups may also represent themselves, and participate in the program, as socially and economically disadvantaged if they are qualified by the Small Business Administration under the procedures in 13 CFR 124.1-1(c)(3)(iii).

Third, in direct formally advertised acquisitions, each invitation for bids to perform a contract or contract modification; which individually meets the thresholds cited in the previous paragraph and that has subcontracting possibilities shall require the bidder selected for the award to submit a

subcontracting plan. If the selected bidder fails to submit a plan within the time prescribed by the contracting officer, the bidder will be ineligible for award.

Under the Federal Acquisition Regulations, provisions regarding subcontracting plans under this and the previous paragraphs do not apply to small business concerns, to personal service contracts or to contracts or contract modifications that "will be performed entirely outside of any State, territory or possession of the United States, the District of Columbia and the Commonwealth of Puerto Rico" and in certain other cases. Instructions to contracting and project officers will provide guidance on the coverage of this exception.

Fourth, under Federal Acquisition Requisition section 19.705-1:

"The contracting office may encourage the development of increased subcontracting opportunities in negotiated acquisition by providing monetary incentives such as payments based on actual subcontracting achievement or award fee contracting

(see the clause at 52.219-10, Incentive Subcontracting Program for Small and Small Disadvantaged Business Concerns, and 19.708(c).) When using any contractual incentive provision based upon rewarding the contractor monetarily for exceeding goals in the subcontracting plan, the contracting officer must ensure that (a) the goals are realistic and (b) any rewards for exceeding the goals are commensurate with the efforts the contractor would not have otherwise expended. Incentive provisions should normally be negotiated after reaching final agreement with the contractor on the subcontracting plan.\*

**Section 19.707(c)(2) of Federal Acquisition Regulations**

"Various approaches may be used in the development of small and small disadvantaged business concerns subcontracting incentives. They can take many forms, from a fully quantified schedule of payments based on actual subcontract achievement to an award fee approach employing subjective evaluation criteria (see (c)(3) below). The incentive should not reward the contractor for results other than those that are attributable to the contractor's efforts under the incentive subcontracting program."

The Federal Acquisition Regulations clearly establish responsibilities of the contracting officers and the contract administration office in carrying out these provisions. The Director of the Office of Contract Management is directed to take every appropriate step to ensure the fullest possible implementation of these provisions (in consultation with the Director of the Office of Business Relations, the Chairperson of the Agency HBCU Committee, the Director of the Office of Private and Voluntary Cooperation, and the regional and other bureaus and missions.

Fifth, as noted, the previous provisions apply expressly to subcontracting opportunities under direct contracts for small business concerns and disadvantaged business concerns. The Early Alert System adopted by the Agency in December 1983 specifically refers to the obligation of bureau and mission personnel to consider subcontracting and subgrant opportunities for all types of organizations covered by the amendment, and the Executive Orders noted previously clearly state a policy of advancing the involvement of other organizations, such as HBCUs,

through appropriate means. Furthermore, although the Federal Acquisition Regulations do not cover host country contracts, involvement under such contracts of organizations covered by the amendment was a major purpose of the amendment. Accordingly, as it reviews other options for involvement, the Agency directs that bureaus and missions encourage subcontracting and subgrantee opportunities for all organizations covered by the amendment under host country as well as direct contracts. Missions should take every step to encourage such inclusion when subcontracting or subgrant opportunities have been identified and the agreement of the host country government can be obtained.

G. Weight Given to Prior A.I.D., Regional, Country and Other Experience.

Prior experience in a particular subject matter field, and in the region and/or country, is often very important factor in selecting a contractor or other third party to assist A.I.D. or a host country in A.I.D.-financed work.

But excessive reliance on experience factors of any kind can undermine the achievement of the Agency's objectives in under the amendment and overall desire to expand the base of contractors and grantees, increase competition, and benefit from new approaches and ideas.

Agency personnel involved in establishing and applying evaluation criteria in competitive procurements under direct contracting or in advising or approving elements of host country contracting should seek a balance between these and other objectives, keeping an open mind to "new" organizations.

This will be a matter of judgment in each case, but a few clarifications of policy are appropriate. First, stated numerical weight to "A.I.D." or "other governmental" prior experience is generally not appropriate. The means through which the organization gains experience is not as important as the capability derived. Wherever A.I.D. or other governmental experience is given particular attention, there may be at least the appearance of an "insiders" network or favoritism to existing contractors. (Of course, experience gained with A.I.D. or other government agencies may contribute to experience in a substantive area, region, or country; in those cases, the guidelines applicable to such experience apply.)

Similarly, criteria such as "demonstrated ability to work in liaison with the University X" are also generally inappropriate. However, it is appropriate--and in a number of cases required--that where A.I.D. has prior experience with one of the competing organizations before, enquiring as to its past performance should be made under the reference check: evaluation system. (Contracting Information Bulletin 82-15.)

Second, overseas regional, or country contract experience is important, yet, it should not rule out other firms. For example, an organization such as a minority business, HBCU or minority PVO that has worked only in the United States in the health field may, nevertheless, be the best to apply its knowledge, capability and sensitivity overseas--although it has no experience in the specific country, region or overseas generally. As in the case of organizations with which A.I.D. has already done business, the qualifications of the personnel, not just the experience of the firm, is an important factor. In some instances the presence of overseas offices of larger firms is a legitimate element affecting costs and should be considered.

Generally, prior overseas/regional and/or country experience should have no more weight than 10% (e.g., 10 points in a 100 point matrix) for technical evaluation purposes. This general rule applies to the combination of organizational experience and an individual contractor employees' experience. While it is recognized that overseas experience is desirable in terms of demonstrating the ability of an organization to function effectively in a foreign setting, such experience should not be a controlling factor in qualifying for an A.I.D.-financed contract. In some cases, experience derived only domestically may be applied with success overseas. Contracting officers are directed to contribute to the advancement of this general rule. In any case where the 10% general guideline is to be exceeded, it must be approved by the Assistant Administrator or Mission Director under whose authority the final award will be made.

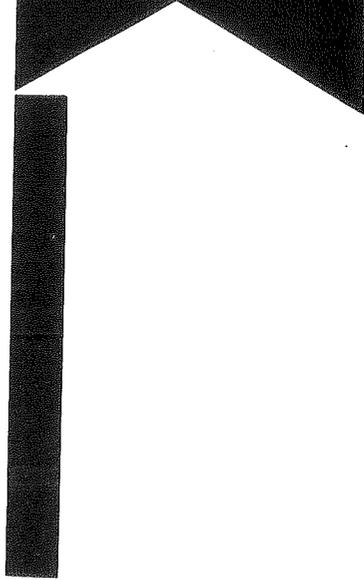
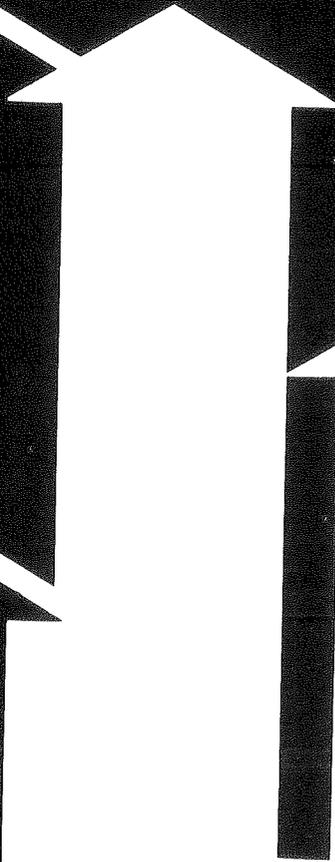
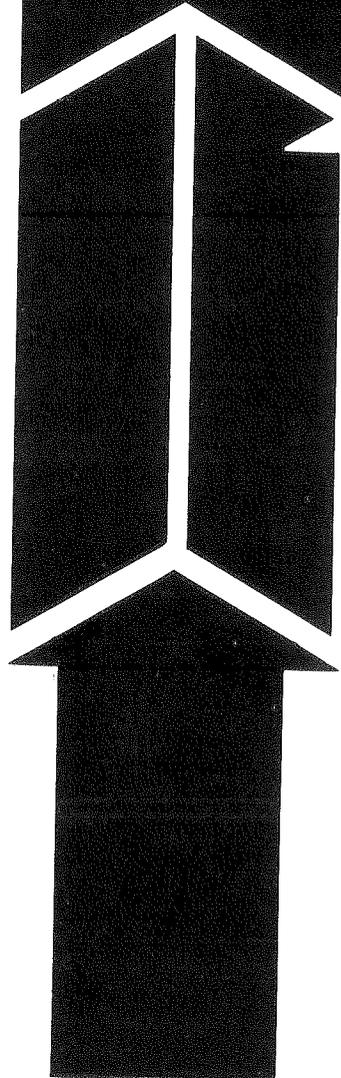
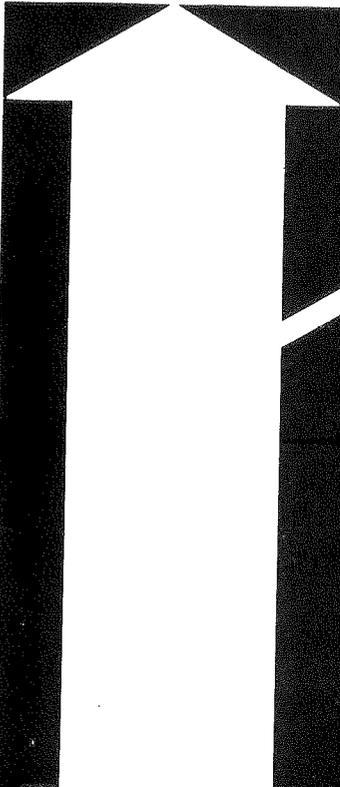
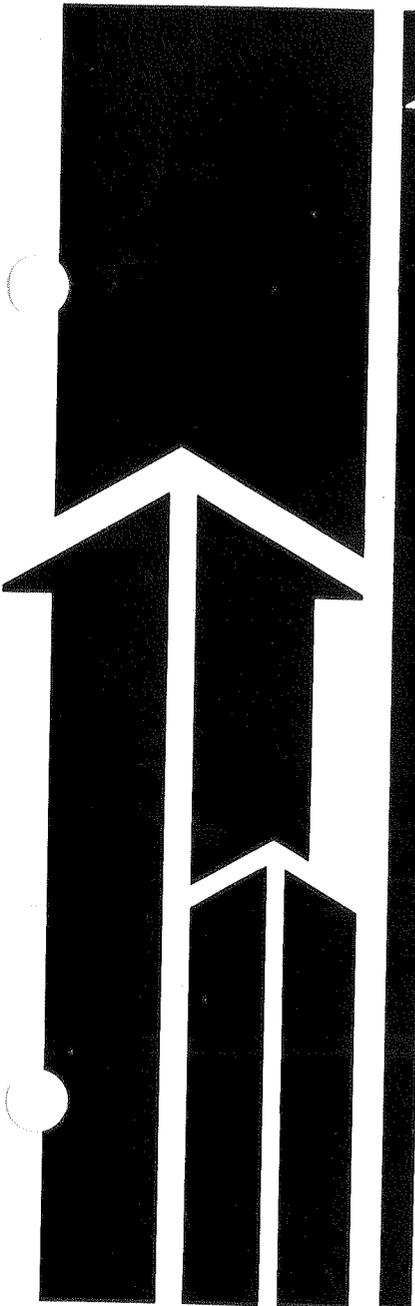
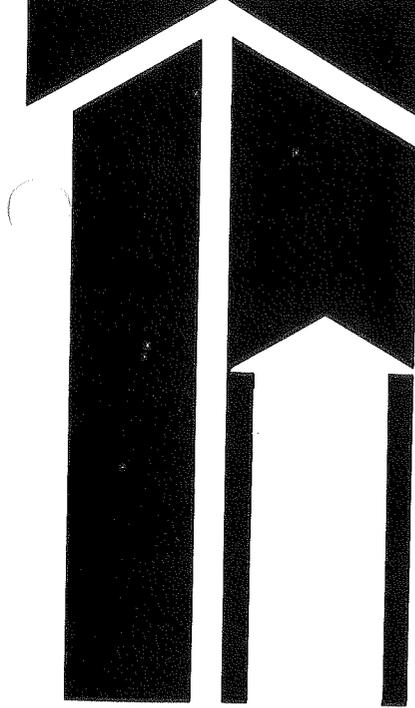
## Monitoring and Reporting

Under the direction of the Deputy Administrator, each Assistant Administrator and each A.I.D. Mission Director or Representative shall be responsible for monitoring the activities, and progress of the bureau or mission in achieving the Agency's objectives.

Each bureau, for itself, (and in the case of regional bureaus, for each mission) shall report quarterly to the Deputy Administrator on the extent that funds are available to organizations covered by the amendment.

# **APPENDIX C**

## **Indefinite Quantity Contracts (IQCS) / Procedures for the Issuance of Work Orders Under IQCS**



## INDEFINITE QUANTITY CONTRACTS (IQCs)

The Indefinite Quantity Contract (IQC) is a special method by which preliminary agreement can be reached on general work descriptions and company qualifications, saving the time and individual negotiation necessary to contract for specific work required. The resulting IQC specifies the services which can be performed using a "Work Order" arrangement. These work orders provide for short-term technical services, normally 120 days or less. IQC contracts are usually for a two-year period in specific disciplines, e.g. Agriculture, Education/Human Resources, Data Processing, Nutrition and Rural Development. These contracts may be renewed or extended by SER/CM. Several companies may receive individual contracts using the same requesting office. Response time using this type of contract can be very short (even a matter of days); however, the major saving is in simplification of the contracting procedure for small Work Order requirements which fit within the description of services. Work Orders under these IQCs are available only to AID bureaus or Missions.

An IQC Directory is available to project officers. Contractors that are listed under a given specialty are, in most cases, currently involved with AID in that particular technical specialty. Some contractors are involved in more than one specialty. Users should not hesitate to inquire about a given IQC service even if the termination date is near or past. SER/CM frequently extends or issues new contracts for the same services and contractors.

Procedures covering the issuance of IQC Work Orders follow.

Procedures for the Issuance of Work Orders Under IQCs

1. The requiring office (which includes a Mission and any AID/W office acting on behalf of a Mission) shall prepare a PIO/T in the specified format (see Attachment A), which will be approved in accordance with the procedures of the parent bureau. If the PIO/T is for consulting services, the requiring offices shall so identify it by printing "CONSULTING SERVICES" on the upper right-hand corner of the PIO/T. AID/W requiring officers are encouraged to review draft PIO/Ts with the coordinating technical officers, and with the contracting officer.
2. The requiring officer, consulting with the coordinating technical officer, when appropriate, will identify an IQC contractor for recommendation to the contracting officer. In making his or her recommendation to the contracting officer, the requiring officer will seek to ensure that:
  - a. All minimums are ordered on a timely basis.
  - b. The maximum in any one contract is not exceeded.
  - c. Small business and minority IQC contractors receive a fair share of the work.
  - d. To the extent practicable, the overall work assignments of the IQC contractors in each sector are roughly equal in value.

To assist the requiring officer, the coordinating technical officer will have available for review:

- (1) The technical proposal submitted by each contractor in the competition leading to award of the IQC.
- (2) The evaluation board's technical evaluation of each contractor's proposal.
- (3) A brief description of the specialties of each contractor.
- (4) Copies of contractor final reports under prior work orders.
- (5) Copies of prior work orders.
- (6) An indication of the contractor's minority or small business status.

- (7) Copy of the latest CM/SD/SS issued quarterly IQC usage report.

Requiring officers are encouraged to use all of these tools in the process of identifying a contractor to recommend to the contract officer. Additionally, requiring officers and/or coordinating technical officers are encouraged to make informal contact with technical sector IQC contractors pertaining to staff availability before recommending a specific contractor to the contracting officer; however, THE REQUIRING OFFICE AND/OR THE COORDINATING TECHNICAL OFFICER WILL NOT REQUEST A PROPOSAL FROM ANY OF THE CONTRACTORS. The recommended contractor should have direct and immediate access to the resources needed to provide the required services.

IN NO CASE WILL AN AID EMPLOYEE CONVEY TO A PROSPECTIVE CONTRACTOR THAT THE PLACEMENT OF AN ORDER WITH THE CONTRACTOR IS CONDITIONED UPON THE CONTRACTOR'S UTILIZATION OF AN INDIVIDUAL OR INDIVIDUALS WHO HAVE NOT BEEN INITIALLY LOCATED AND IDENTIFIED BY THE CONTRACTOR.

If the contractor intends to utilize on the work order (as employee or consultant) any individual who was not included among those for whom it submitted biographical information in its proposal for the IQC, the contractor must certify in its proposal for the work order that the individual was initially located and identified by the contractor.

3. The requiring officer will send a signed covering memorandum to the contracting officer which shall:
  - a. Recommend a specific contractor (and contract) for issuance of the work order.
  - b. Identify the AID/W or Mission project manager who will administratively approve contractor voucher requests for payment.
  - c. Indicate the number of days between the date of the memorandum request and the date the requested services should start AND EXPLAIN WHY THE SERVICES ARE NEEDED QUICKLY. (The contracting officer should normally be allowed two weeks to issue the work order. The contractor may require additional time to mobilize and start work.)
  - d. Identify by name (if known) and functional category the individuals to be proposed by the recommended contractor.
  - e. Identify the person in the requiring office to be contacted by the contracting officer concerning the required services.

- f. Contain a statement that to the best of the requiring officer's knowledge, "the required services are not a fragmentation of a known long-term requirement for the services of the recommended contractor."
  - g. Contain a statement that to the best of the requiring officer's knowledge "no AID employee or other individual resource, such as experts and consultants or personal service contractors, is available on a timely basis for the performance of the work." DOCUMENTATION SUPPORTING THIS CERTIFICATION SHOULD BE AVAILABLE IN THE REQUIRING OFFICE FILES.
  - h. Contain a statement that to the best of the requiring officer's knowledge, "no AID employee has suggested to the recommended contractor that the placement of an order is conditioned upon the contractor's utilization of an individual or individuals not initially located and identified by the contractor."
4. If the requested work is for consulting services, the use of external sources for such work must be justified and approved at one organizational level above the requiring office but two levels above the requiring office during the fourth quarter of the fiscal year. In such cases, the covering memorandum prepared by the requiring office must also include the justification and approval required by AID General Notice of Oct. 28, 1982, substantially as follows:

#### Justification Statements

(a) Need and Utilization

State concisely the specific need for procuring the consulting service, including the objective and the anticipated benefit for the Agency. State the estimated cost of the services.

(b) Review of Prior Work

Describe briefly the efforts made to ensure that the proposed work does not, in the given circumstance, duplicate previously conducted work. Where appropriate, describe the results of an AID/W data bank (located in PPC/DIU) search.

(c) In-House Capability

Describe briefly the expertise needed for the work and state whether such expertise exists within AID, and is available for assignment to the work. If the expertise

does exist within AID, and is available for assignment to the work, state why AID direct-hire personnel are not being utilized.

5. The requiring officer will forward the PIO/T and covering memorandum to CM/SD/SS for logging. They should be hand delivered if time is of the essence. An information copy shall be sent to the coordinating technical officer.
6. The contracting officer will review the request to determine:
  - (a) If the work is appropriate for issuance of a work order. Specifically, the contracting officer must be satisfied that the work is:
    - (1) Short-term (generally not to exceed 90 to 120 calendar days).
    - (2) Required on a quick response basis.
    - (3) Not a fragmentation of a known requirement which could be contracted for on a long-term basis.

If the contracting officer is not satisfied that these conditions have been met, he will inform the requiring officer immediately by phone--to be confirmed in writing, if requested by the requiring officer--of CM's concerns. The requiring officer may request reconsideration by the contracting officer.

- (b) If the recommended contractor is appropriate. Specifically, the contracting officer will confirm that:
    - (1) All minimums are ordered on a timely basis.
    - (2) The maximum in any one contract is not exceeded without justification.
    - (3) Small and minority business IQC contractors receive a fair share of the work.
    - (4) Reasonable efforts were made by the requiring officer to locate an IQC contractor from among those in the sector who have received less than the average value of the work previously placed in the sector.
7. If the IQC mode and the recommended contractor and contract are accepted by the contracting officer, he or she will request a proposal from the contractor. If time is of the essence, the contracting officer will arrange, hand pick-up and deliver or telecopy transmission of the Request for Proposal.

8. Upon receipt of a proposal, the contracting officer will negotiate a work order and, after obtaining the written concurrence of the requiring officer and, when appropriate, the coordinating technical officer, execute the work order. Work order numbers are assigned sequentially by CM/SD/SS to the cognizant contracting office on a case-by-case basis.
9. Each work order will specify the functional positions of the contractor furnished personnel to be employed on the work, together with the number of work days ordered and the fixed daily rate for each position. Subject to the prior approval of the project manager, the contractor may adjust the number of days actually employed in the performance of the work by each position. In such cases, the contractor must attach a copy of the project manager's approval to the final voucher submitted for payment. It is the contractor's responsibility to ensure that project manager approved adjustments to the work days ordered for each position do not result in cost to the Government which exceed the total amount obligated in the order for the performance of the work. Under no circumstances should this be interpreted as authorization for the project manager to authorize the contractor to incur any costs or to be paid any sum in excess of the total amount obligated in the order for the performance of the work.
10. Each work order will specify the starting date and the estimated completion date of the work, including the furnishing of all deliverables. Subject to the prior approval of the project manager, the contractor is authorized to extend the estimated completion date provided that such extension does not cause the elapsed time for completion of the work to extend beyond 30 calendar days from the original estimated completion date. In such cases, the contractor must attach a copy of the project manager's approval to the final voucher submitted for payment. Adjustments which will cause the elapsed time for completion of the work to exceed 30 calendar days beyond the original estimated completion date must be approved in advance by the contracting officer. It is the contractor's responsibility to ensure that project manager approved adjustments to the estimated completion date do not result in costs to the Government which exceed the total amount obligated in the order for the performance of the work. Under no circumstances should this be interpreted as authorization for the project manager to authorize the contractor to incur any costs or to be paid any sum in excess of the total amount obligated in the order for the performance of the work.

11. THE REQUIRING OFFICER IS RESPONSIBLE FOR NOTIFYING MISSIONS OF THE PROPOSED ARRIVALS OF ALL CONTRACTOR PERSONNEL, AND FOR GIVING WRITTEN APPROVAL TO THE CONTRACTOR FOR ALL INTERNATIONAL TRAVEL.
12. The contracting officer will send a cable to the funding Mission confirming that the work order has been executed.
13. The contracting Officer will forward a copy of the work order to the AID/W project manager, or to the Mission at which work will be performed.
14. The contracting officer will forward copies of the work order to the coordinating technical officer.
15. When additional funding is required to complete the work, the requiring officer shall forward a PIO/T amendment to the the contracting officer TOGETHER WITH A MEMORANDUM OF JUSTIFICATION WHICH WILL INCLUDE A STATEMENT OF STEPS TAKEN, OR TO BE TAKEN, TO PRECLUDE A RECURRENCE OF THE NEED FOR FURTHER AMENDMENT OF THE WORK ORDER.
16. The requiring officer will notify the coordinating technical officer of any case in which the contractor's performance is deemed to be less than satisfactory.

ATTACHMENT A

## ATTACHMENT A

### PIO/T FORMAT FOR WORK ORDER

#### BACKGROUND

This paragraph should contain enough information to enable the proposed contractor to understand the context in which the work is required and will be undertaken.

#### ARTICLE I--TITLE

The title is used for identification purposes only.

#### ARTICLE II--OBJECTIVE

It is important that the objective be for a work order, not a larger project of which the work order is a part. When the Contractor is to supply one member of a team, the objective of the work order would be something like. . . "To provide technical guidance in the field of \_\_\_\_\_ to a team which shall \_\_\_\_\_".

#### ARTICLE III--STATEMENT OF WORK

Often it is useful to use "general" and "specific" headings. Do not include in the statement of work:

- A. Background material.
- B. What support, assistance, etc, is to be furnished to the contractor.
- C. The submission of reports and other written items prepared by the contractor.
- D. Qualifications of team members.

#### ARTICLE IV--REPORTS

The report section should cover all items to be submitted by the contractor. It should indicate for finals (and drafts if appropriate) when each item is due, to whom each item is to be submitted, how many copies of each item are required, and who at AID will accept responsibility for review and approval of the final report. The final version of the report should normally be submitted by the contractor's home office and not by the contractor's field team.

#### ARTICLE V--RELATIONSHIPS AND RESPONSIBILITIES

You should be careful not to split the technical directions function. The contractor can not comply with two, often

conflicting, sets of directions. Also, institutional contractor's personnel can not be subject to the supervision of Government employees.

ARTICLE VI--TERM OF PERFORMANCE

The calendar period of performance.

ARTICLE VII--WORK DAYS ORDERED

The technical office must identify the categories of specialist and project the number of days required for each specialist. This item will not appear in the request for proposal. It will be used to judge the reasonableness of the work days proposed by the contractor. The work order will contain the negotiated work days ordered for each position.

ARTICLE VIII--AID ILLUSTRATIVE BUDGET

This is the Government's independent estimate. It must contain a detailed breakdown of the budget. It will not be included in the request for proposal but will be utilized to judge the reasonableness of the budget proposed by the contractor.

ARTICLE IX

Include the following, as appropriate:

A. DUTY POST

B. LANGUAGE REQUIREMENTS AND OTHER REQUIRED QUALIFICATIONS

Will assume NONE if not stated differently.

C. ACCESS TO CLASSIFIED INFORMATION

Will assume NONE if not stated differently.

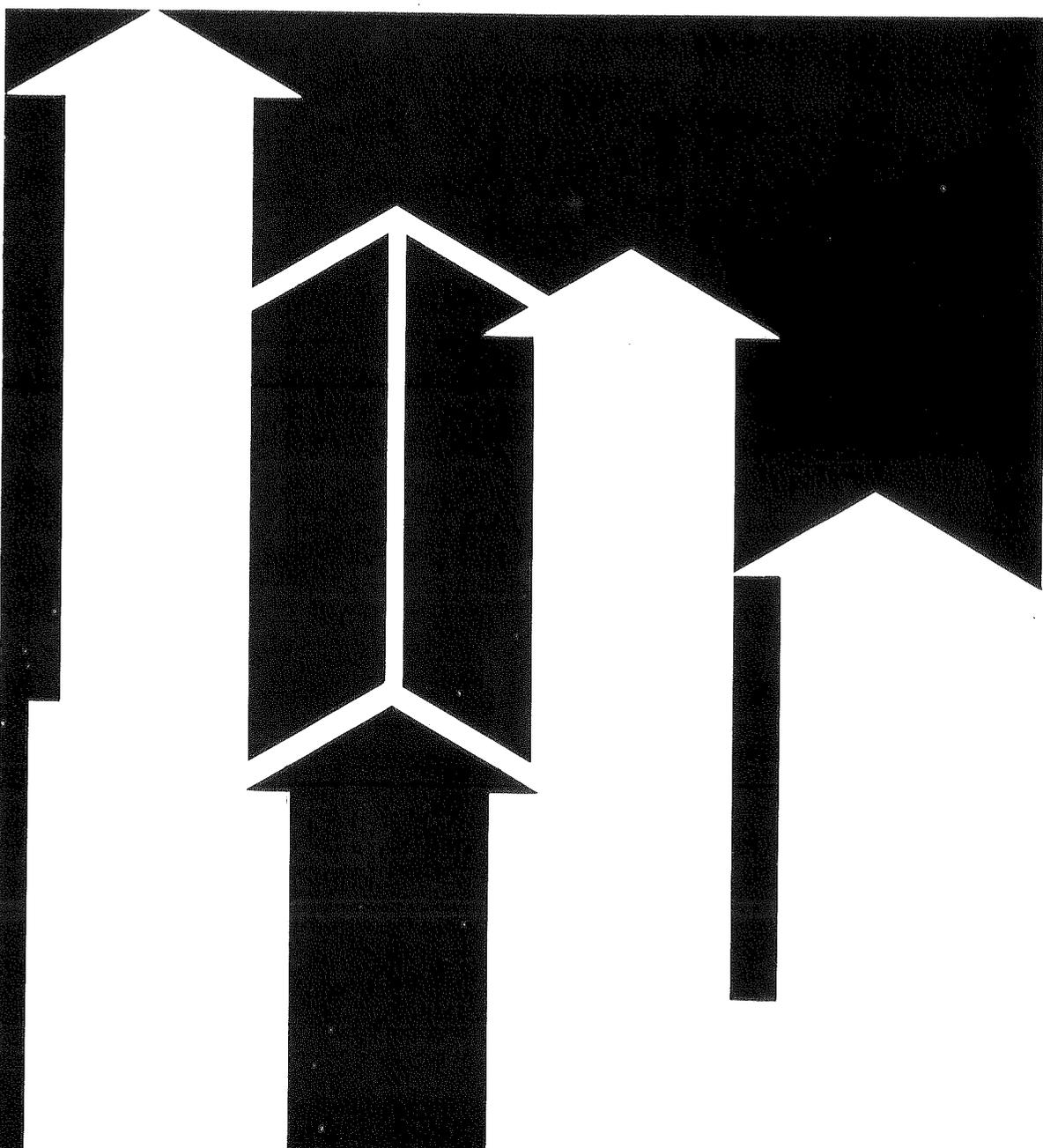
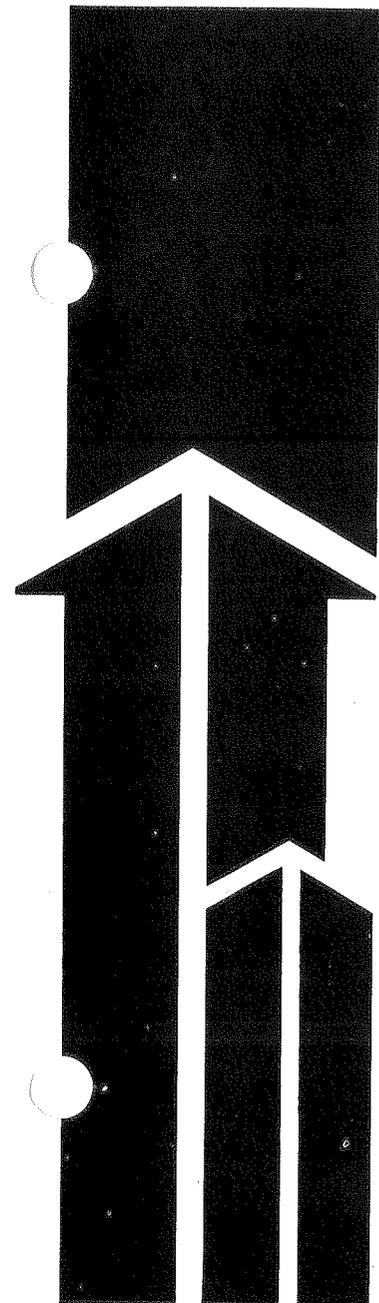
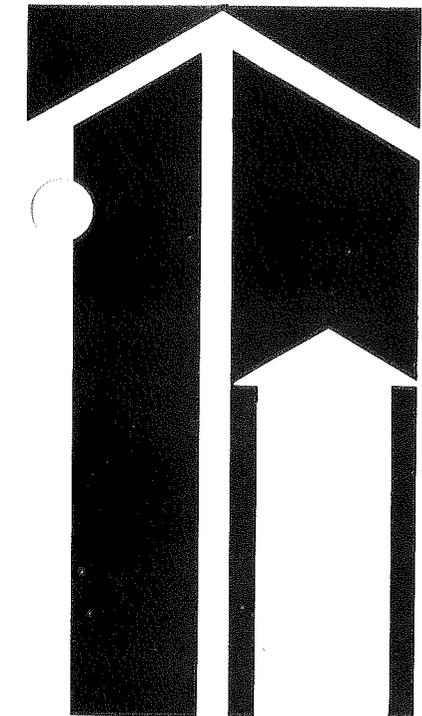
D. LOGISTIC SUPPORT

Detail all support to be given to the contractor, including material to review, inkind services to be provided by Missions and host governments, etc.

If the host government is to provide services or goods, the language should be precise. For example, differentiate between "will provide" and "will provide, if available."

# APPENDIX D

## Listing of HBCUS and Minority-Controlled PVOS



HISTORICALLY BLACK COLLEGES  
AND UNIVERSITIES

ALABAMA

Dr. R. D. Morrison  
President  
Alabama A&M Univeristy  
Normal, AL 35762  
205/859-7011

Dr. Calvin B. Rock  
President  
Oakwood College  
Huntsville, AL 35896  
205/837-1630

Dr. Robert L. Randolph  
President  
Alabama State University  
P. O. Box 271  
Montgomery, AL 36195  
205/293-4100

Dr. Wilson Fallin  
President  
Selma University  
1501 Lapsley Street  
Slema, AL 36701  
205/872-2533

Dr. Yvonne Kennedy  
President  
S. D. Bishop State Jr. College  
Mobile, AL 36690  
205/690-6412

Dr. Cordell Wynn  
President  
Stillman College  
P. O. Box 1430  
Tascaloosa, AL 35403  
205/349-4240

Dr. Julius Jenkins  
President  
Concordia College  
1804 Green Street  
Selma, AL 36701  
205/872-3053

Dr. Joseph N. Gayles, Jr.  
President  
Talladega College  
627 W. Battle Street  
Talladega, AL 35160  
205/362-2752

Dr. Jesse Lewis  
President  
Lawson State Community College  
3060 Wilson Road  
Birmingham, AL 35331  
205/925-1666

Dr. Benjamin Payton  
President  
Tuskegee Institute  
Tuksegee, AL 36088  
205/727-8011

Dr. James E. Cock  
Acting President  
Lomax-Hannon College  
South Conecuh Street  
Greenville, AL 36037  
205/382-6605

Dr. W. Clyde Williams  
President  
Miles College  
P. O. Box 3800  
Birmingham, AL 35208  
205/923-2771

ARKANSAS

Dr. R. C. Davis (Interim)  
President  
Arkansas Baptist College  
1600 Bishop Street  
Little Rock, AR 72202  
501/372-6883

Dr. Grant Shockley  
President  
Philander Smith College  
812 W. 13th Street  
Little Rock, AR 72203  
501/375-2217

ARKANSAS

Dr. John A. Phillips  
President  
Shorter College  
604 Locust Street  
Little Rock, AR 72114  
501/374-6305

Dr. Lloyd V. Hackely  
President  
University of Arkansas  
North Cedar Street  
Pine Bluff, AR 71601  
501/541-6500

DELAWARE

Dr. Luna I. Mishoe  
President  
Delaware State College  
Dover, DE 19901  
302/736-4901

DISTRICT OF COLUMBIA

Dr. James Cheek  
President  
Howard University  
2400 6th Street, N.W.  
Washington, D. C. 20001  
202/636-6100

Mr. Claude A. Ford (Interim)  
President  
University of the District of  
Columbia  
4200 Connecticut Avenue, N.W.  
Washington, D. C. 20008  
202/282-7550

FLORIDA

Dr. Oswald Bronson  
President  
Bethune-Cookman College  
640 Second Avenue  
Daytona Beach, FL 32014  
904/255-1401

Dr. Cecil Cone  
President  
Edward Waters College  
1658 Kings Road  
Jacksonville, FL 32209  
904/355-3030

Dr. Walter L. Smith  
President  
Florida A&M University  
Tallahassee South Boulevard  
Tallahassee, FL 32307  
904/599-3413

Dr. Willie C. Robinson  
President  
Florida Memorial College  
15800 N.W. 42nd Avenue  
Miami, FL 33054  
305/625-4141

GEORGIA

Dr. Billy C. Black  
President  
Albany State College  
504 College Drive  
Albany, GA 31705  
912/439-4095

Dr. Cleveland L. Dennard  
President  
Atlanta University  
223 Chestnut Street, S.W.  
Atlanta, GA 30314  
404/681-0251

GEORGIA

Dr. Elias Blake, Jr.  
President  
Clark College  
240 Chestnut Street, S.W.  
Atlanta, GA 30314  
404/681-3080

Dr. Walter W. Sullivan  
Acting President  
Fort Valley State College  
805 State College Drive  
Fort Valley, GA 31030  
912/825-6315

Dr. J. D. Roberts  
President  
Interdenominational Theological  
Center  
671 Beckwith Street, S.W.  
Atlanta, GA 30314  
404/522-1772

Dr. Hugh M. Gloster  
President  
Morehouse College  
803 Westview Drive, S.W.  
Atlanta, GA 30314  
404/681-2800

Dr. Louis W. Sullivan  
President  
Morehouse School of Medicine  
830 Westview Drive, S.W.  
Atlanta, GA 30314  
404/752-1000

Dr. Robert Threatt  
President  
Morris Brown College  
643 Martin Luther King Dr. NW  
Atlanta, GA 30314  
404/525-7831

Dr. William Harris  
President  
Paine College  
1235 15th Street  
Augusta, GA 30901  
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HISTORICALLY BLACK COLLEGES AND UNIVERSITIES  
INVOLVED IN A.I.D. PROGRAMS  
(During FY83)

1. Alabama A&M University - Normal, AL
2. University of Arkansas - Pine Bluff, AR
3. Atlanta University - Atlanta, GA
4. Bethume Cookman College - Daytona Beach, FL
5. Bowie State College - Bowie, MD
6. Cheyney State College - Cheyney, PA
7. Clark College, Atlanta - GA
8. Delaware State College - Dover, DE
9. Dillard Unviersity - New Orleans, LA
10. University of the District of Columbia - Washington, D.C.
11. Fisk University - Nashville, TN
12. Fort Valley State College - GA
13. Florida A&M - Tallahassee, FL
14. Howard University - Washington, D.C.
15. Jackson State University - Jackson, MS
16. Kentucky State University - Frankford, KY
17. Lincoln University - Jefferson City, MO
18. Livingston University - Salisbury, NC
19. University of Maryland-Eastern Shore - Princess Anne, MD
20. Meharry Medical College - Nashville, TN
21. Mississippi Valley State University - Itta Bena, MS
22. Morehouse College - Atlanta, GA
23. Morgan State College - Baltimore, MD
24. Norfolk State College - Norfolk, VA
25. North Carolina A&T State University - Greensboro, NC
26. North Carolina Central University - Durham, NC
27. Prairie View A&M University - Prairie View, TX
28. St. Augustine State College - Raleigh, NC
29. Southern University - Baton Rouge, LA
30. Tennessee State University - Nashville, TN
31. Texas Southern University - Houston, TX
32. Tuskegee Institute - Tuskegee, AL
33. Virginia State College - Petersburg, VA
34. Virginia State University - Richmond, VA
35. Virginia Union University - Richmond, VA
36. Winston-Salem State College - Winston-Salem, NC
37. Xavier University - New Orleans, LA



MINORITY CONTROLLED  
PRIVATE VOLUNTARY ORGANIZATIONS

1. **AFRICARE**

1601 Connecticut Avenue, N.W. Suite 600  
Washington, D.C. 20009  
202/462-3614

Supports the development of water resources, increased food production and the delivery of basic health services in rural Africa. Provides mobile medical units and village-based health services, refugee assistance, and agricultural equipment and training. Areas of activity include Chad, Ethiopia, Mali, Mauritania, Niger, Senegal and Upper Volta.

2. **AFRICAN-AMERICAN INSTITUTE**

833 United Nations Plaza  
New York, NY 10017  
212/949-5666

Assists and promotes African educational development through a variety of programs which provides academic and technical education and on-the-job training for Africans, both in the U.S. and in Africa, and brings African leaders to the U.S. for short-term study and training

3. **AMERICAN MIZRACHI WOMEN**

817 Broadway  
New York, NY 10003  
212/477-4720

Operates, in Israel, preschool and adult education programs, settlement houses, community centers, nurseries, and secondary schools stressing vocational education and industrial training. Emphasis is on providing child care, social welfare and educational programs.

4. **CARIBBEAN COUNCIL**

Caribbean House  
2016 O Street, N.W.  
Washington, D.C. 20036  
202/775-1136

Focuses attention on the needs of, and stimulates assistance to the developing nations and territories of the Caribbean Basin. Activities include monitoring research in fields pertinent to the development of the Caribbean, project management assistance for economic development and health projects.

5. **CENTER FOR DEVELOPMENT AND POPULATION ACTIVITIES**  
1717 Massachusetts Avenue., N.W., Suite 202  
Washington, D.C. 20036  
202/667-1142

Seeks to improve managerial and technical capabilities of family planning, health and development professionals from developing countries through training, technical assistance and organizational development. Topics such as management by objectives, planning implementing, monitoring, supervision and evaluation form the core content of the training programs. CEDPA also offers an innovative women-in-management program which seeks to provide alternative career choices for women.

6. **EL CONGRESO NACIONAL de ASUNTOS COLEGIALES (CONAC)**  
2717 Ontario Road, N.W.  
Washington, D.C. 20009  
202/387-3300

CONAC is committed to the development of the Hispanic population in the U.S. and to the resolution of education for planning development issues and programs in other countries. CONAC's goal is to offer expanded educational service capability by using appropriate technology and an analytical approach. It has cooperated with various ministers of education in foreign countries providing services in the area of model curriculum development and teacher training at the elementary, secondary and college levels.

7. **GIRL SCOUTS OF THE UNITED STATES OF AMERICA**  
830 Third Avenue  
New York, NY 10022  
212/940-7500

Through the World Association of Girl Guides and Girl Scouts and other domestic and international governmental agencies, GSA assists community development projects including English classes, crafts instruction, literacy programs, work study projects, and an exchange program between U.S. and other member national organizations.

8. **HADASSAH**  
The Women's Zionist Organization of America  
50 West 58th Street  
New York, NY 10019  
212/355-7900

Supports and maintains a program of preventive, diagnostic and curative medical services in Israel. Operates hospitals, health centers and medical schools and participates in programs in education, social welfare, land reclamation and reforestation. Sponsors programs for Youth education and training.

9. INTER-AMERICA DEVELOPMENT INSTITUTE  
1789 Columbia Road, N.W.  
Washington, D.C. 20009  
202/483-0491

Using techniques in non-formal education and community development, IDI supports, designs and carries out programs in literacy, health, nutrition, sanitation, agriculture, family life education, crafts and basic skills training. Conducts programs in North, Central and South America.

10. JOBS FOR PROGRESS  
109 2nd Street, N.E.  
Washington, D.C. 20002  
202/546-9700

Jobs for Progress concentrates on the upward mobility of Hispanic Americans through the development of community-based organizations to address the economic needs of the under- and unemployed. Services provided by these organizations include adult basic education, skills training, on-the-job training, etc. Jobs for Progress also provides technical assistance in the organizing and expansion of small businesses in the formation of Hispanic Chambers of Commerce.

11. LA LECHE LEAGUE INTERNATIONAL  
9616 Minneapolis Avenue  
Franklin Park, IL 60131  
312/455-7730

LLLI was founded for the purpose of giving help and encouragement, primarily through personal instruction, to those mothers who want to nurse their babies. LLLI believes that breastfeeding is the ideal way to initiate good mother-child relationships and strengthen family ties. LLLI reaches out to mothers through several thousand groups through which certified League Leaders volunteer their time to help other mothers in 46 countries of the world.

12. NATIONAL COUNCIL OF LA RAZA  
20 F Street, N.W.  
Washington, D.C. 20001  
202/546-9700

NCLR's goals are to make the needs of Hispanics known and understood and to plan and implement programs of direct benefit to Hispanic community-based organizations and the communities they serve. NCLR provides advocacy and research in support of all Hispanic minorities in the U.S. and technical assistance and programmatic support to Chicano and other Hispanic organizations. Its increasing priority is to develop capabilities and resources for providing direct, on-site technical assistance to Hispanic community-based organizations, emphasizing program development, funding, program operations and management.

13. NATIONAL COUNCIL OF NEGRO WOMEN  
1819 H Street, N.W., Suite 900  
Washington, D.C. 20006  
202/223-8055

Helps establish self-help projects for rural women with emphasis on leadership training, child care and poultry production. Countries of assistance include Togo, Lesotho and Swaziland. The application of the resources and expertise of the NCNW to improving the quality of life for women in the poorest majority is the main objective of its international program.

14. OPPORTUNITIES INDUSTRIALIZATION CENTERS INTERNATIONAL  
240 West Tulpehocken Street  
Philadelphia, PA 19144  
215/842-0220

Aids interested and requesting communities in Africa develop OICs. Programs include provision of technical and financial assistance to community groups for the establishment of non-formal vocational training centers for unemployed school drop-outs and young adults, assistance for establishment of small farmer training and production centers, and provision of commodities and equipment necessary to equip local vocational and agricultural training centers.

15. OVERSEAS EDUCATION FUND - LEAGUE OF WOMEN VOTERS, U.S.A.  
2102 L Street, N.W., Suite 916  
Washington, D.C. 20037  
202/466-3430

Responds to specific requests for the technical assistance through a professional multinational staff in Asia, Latin America and Africa. A major portion of its resources is directed toward helping women acquire skills needed to bring about change and increase their incomes. Programs include training of housing "promoters" in techniques of communication, group dynamics, and programming and planning; and surveys in rural areas which focus on roles and needs of women. Programs in the U.S. are aimed at heightening the awareness of the role women play in international development and involving Americans in international cooperation programs.

16. PIONEER WOMEN  
The Women's Labor Zionist Organization of America  
200 Madison Avenue  
New York, NY 10016  
212/725-8010

Carries out programs in education, population services and social welfare in Israel in cooperation with Na'amat, its Israeli sister organization. Programs include vocational junior high and high schools, college scholarships for women who train in traditionally non-female professions, literacy classes, free legal aid for women, community centers, and classes in hygiene, sex education and birth control.

17. PLANNED PARENTHOOD FEDERATION OF AMERICA  
810 Seventh Avenue  
New York, NY 10019  
212/541-7800

Develops and supports family planning programs in developing countries in Africa, Asia, Latin America and the Middle East and includes integrated family planning services such as maternal/child health and nutrition services, training of field workers and other program staff, and provision of contraceptive supplies and equipment as well as multi-media educational and motivational materials.

18. PLANNED PARENTHOOD OF NEW YORK CITY  
(Margaret Sanger Center)  
380 Second Avenue  
New York, NY 10010  
212/677-6474

Provides assistance in the area of population and family services, including technical training in family planning and child care, and technical advisory services and material assistance in development and implementation of local family and health training centers. Operational research is aimed at improving programs as well as emphasizing use of non-physician medical personnel. Assistance is given to countries in Africa, Asia, Latin America and the Middle East.

19. THE BOOKER T. WASHINGTON FOUNDATION  
2000 K Street, N.W., Suite 800  
Washington, D.C. 20006  
202/857-4800

Provides management and technical assistance to black and other minority business enterprises throughout the United States as well as in Africa and the Caribbean. Supports research and development in areas including small-scale industry and private sector rural and market-town enterprises. Countries of assistance include Kenya, Liberia, Cameroon and Ivory Coast.

20. THE EAST LOS ANGELES COMMUNITY UNION  
5400 East Olympic Boulevard  
Los Angeles, CA 90022  
213/721-1655

TELACU is a non-profit community development corporation that seeks to create jobs in an attempt to address the high unemployment problem in Greater East Los Angeles. Internationally, TELACU has undertaken a project in Ecuador designed to assist five indigenous private and voluntary organizations assess social, economic and service needs in selected communities and enhance their community planning, implementation and evaluation capacity.

21. THE TRUSTEES OF THE PHELPS-STOKES FUND

10 East 87th Street  
New York, NY 10028  
212/427-8100

Phelps-Stokes Fund was created for the purpose of receiving, maintaining and investing funds and applying the income thereof to the erection and improvement of tenement house dwellings in New York City; and for the education of blacks both in Africa and the United States, North American Indians and needy and deserving white students, through industrial schools, scholarships, etc. Programs have been established in the following areas: development of curricula about Africa; Caribbean-American cultural exchange programs for educators and community workers; "African Student Aid Fund" organized specifically to provide no-interest loans to help unsponsored African undergraduates complete their education in the U.S.

22. VICTORIA AND ALBERT GILDRED FOUNDATION FOR LATIN AMERICAN HEALTH AND EDUCATION

1150 NW 14th Street  
Miami, FL 33136  
305/547-2113

The Foundation was founded in 1976 to assist the developing countries in Latin America in the areas of health and education. Since its incorporation, the Foundation has developed a public health clinic program in Punta de Conoas, Columbia, a prosthetics program, a medical equipment program (in cooperation with Partners of the Americas), and a youth development program.

23. YOUNG WOMEN'S CHRISTIAN ASSOCIATION OF THE U.S.A.  
NATIONAL BOARD OF THE

135 W. 50th Street, 4th Floor  
New York, NY 10020  
212/621-5115

Provides small loans and grants which often serve as seed money for government and private funding in support of programs of autonomous overseas YWCAs in Africa, Asia, Latin America and the Middle East in areas including community development, housing education, small industry development, health care and social welfare. Emphasis is on cooperation in leadership development, grants for program and extension projects, and assistance in building projects.